



Surrey Heath Borough Council
Surrey Heath House
Knoll Road
Camberley
Surrey GU15 3HD
Telephone: (01276) 707100
Facsimile: (01276) 707177
DX: 32722 Camberley
Web Site: www.surreyheath.gov.uk

Department: Democratic Services

Division: Corporate

Please ask for: Andrew Crawford

Direct Tel: 01276 707139

E-Mail: democratic.services@surreyheath.gov.uk

Tuesday, 4 July 2017

To: The Members of the **Performance and Finance Scrutiny Committee**
(Councillors: Jonathan Lytle (Chairman), Katia Malcaus Cooper (Vice Chairman),
David Allen, Nick Chambers, Bill Chapman, Edward Hawkins, Paul Ilnicki,
David Lewis, Oliver Lewis, Robin Perry, Chris Pitt, Joanne Potter, Wynne Price,
Darryl Ratiram and Victoria Wheeler)

**In accordance with the Substitute Protocol at Part 4 of the Constitution,
Members who are unable to attend this meeting should give their apologies and
arrange for one of the appointed substitutes, as listed below, to attend.
Members should also inform their group leader of the arrangements made.**

Substitutes: Councillors Dan Adams, Rodney Bates, Ruth Hutchinson, Max Nelson,
Ian Sams and Valerie White

Dear Councillor,

A meeting of the **Performance and Finance Scrutiny Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Wednesday, 12 July 2017 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Karen Whelan

Chief Executive

AGENDA

		Pages
1	Apologies for Absence	-
2	Chairman's Announcements	-
3	Declarations of Interest	-

Members are invited to declare any interests they may have with respect to matters which are to be considered at the meeting. Members who consider that they may have an interest are invited to consult the Monitoring Officer or Democratic Services Officer prior to the meeting.

4	Minutes	3 - 12
	To confirm and sign the minutes of the meeting held on 22 March 2017.	
5	Performance 2016/17 - End of Year Report	13 - 34
	To consider and make comments to the Executive, where appropriate, on the report on the Council's performance in 2016/17.	
6	Finance Report - End of Year 2016/17	35 - 42
	To consider and note a report on the Council's finances in 2016/17 and make any comments to the Executive, where appropriate.	
7	Presentation - Changes to Services to Older People	-
8	Update on Emergency Planning and Business Continuity	43 - 46
	To receive a report on the Council's preparedness and resilience to respond to emergencies and fulfil its responsibilities under the Civil Contingencies Act 2004.	
9	Waste Action Plan	47 - 58
	To consider an update on the Waste Action Plan.	
10	Reference to the Executive - Planning Enforcement	59 - 60
	To note that a reference on Planning Enforcement was considered by the Executive and to report on the outcome.	
11	Information Items	61 - 66
	To consider 'by exception' reports on RIPA, Equalities and Complaints.	
12	Task and Finish Groups	
	To consider the establishment of any Task and Finish Groups and receive any updates.	
13	Committee Work Programme	67 - 70
	To consider a work programme for the remainder of the 2017/18 municipal year.	

**Minutes of a Meeting of the
Performance and Finance Scrutiny
Committee held at Surrey Heath House
on 22 March 2017**

+ Cllr Alan McClafferty (Chairman)
+ Cllr Jonathan Lytle (Vice Chairman)

- | | |
|-----------------------|-------------------------|
| + Cllr Dan Adams | + Cllr Max Nelson |
| + Cllr David Allen | + Cllr Robin Perry |
| + Cllr Bill Chapman | + Cllr Chris Pitt |
| + Cllr Edward Hawkins | + Cllr Darryl Ratiram |
| + Cllr Paul Ilnicki | + Cllr Victoria Wheeler |
| + Cllr David Lewis | + Cllr Wynne Price |
| + Cllr Oliver Lewis | |

+ Present

- Apologies for absence presented

In Attendance: Cllr Mrs Vivienne Chapman, Cllr Charlotte Morley and Cllr Conrad Sturt.

29/PF Chairman's Announcements

The Chairman welcomed Members and Officers to the meeting and in particular welcomed Councillors Mrs Vivienne Chapman and Charlotte Morley, the Community and Regulatory Portfolio Holders respectively, plus Louise Livingston, the Executive Head of Transformation and Jenny Rickard, the Executive Head of Regulatory Services who were attending to assist Members in their discussions.

The Chairman reminded Members that the Committee had requested written submissions from Portfolio Holders, to be circulated with agendas and that Members would be asked to submit as many questions as possible in advance of the meeting. A number of questions had been submitted and the Portfolio Holders would address these as part of their presentations.

Although the Purdah period for the Surrey County Council elections would not officially begin until the following day, the Chairman reminded Members of the need to avoid electioneering, going forward.

30/PF Minutes

The open minutes of the previous meeting, held on 7 December 2016, were agreed and signed by the Chairman.

31/PF Scrutiny of Portfolio Holder - Regulatory

Councillor Charlotte Morley, the Regulatory Portfolio Holder, reminded Members of the key functions covered by her Portfolio. She noted that, whilst she could address strategic issues, it would not be possible to discuss individual cases in the open part of the meeting.

In the course of discussion, the following issues were raised:

Enforcement - Members asked questions on enforcement arrangements and in particular in respect of:

- (i) The workload/extensive number of enforcements covered by one Enforcement Officer , including the number of enforcement issues which were outstanding;
- (ii) The workload of the Council's Arboricultural Officer;
- (iii) The way in which enforcement was prioritised for different types of enforcement;
- (iv) The training that officers received, particularly in respect of rural area issues;
- (v) The frequency with which the Enforcement Policy was reviewed and timescales for a review of the current policy; and
- (vi) Concerns that enforcement across the Borough was considered to be less than satisfactory.

Councillor Morley reminded Members that the Council had agreed a Local Enforcement Plan in September 2014, which reflected the resources agreed, as part of an earlier restructure. A further review was not proposed at this time.

The Local Enforcement Plan included a set of priorities for types of enforcement action, which reflected, at least in part, the resources available. As a result, the current approach sought to make best use of resources available, by seeking assistance from Corporate Enforcement Officers and the Contact Centre. Planning Officers were also key to enforcement processes. Councillor Morley agreed to explore the possibility of an increased role for the Contact Centre.

The Council recruited trained Planning Officers and gave them any necessary local familiarisation/training in both rural and urban areas, according to the needs of the individual officers. Planning Officers took professional qualifications and were mentored by senior officers. A newly introduced ICT package would enable access for planning/enforcement officers to Council systems whilst out on site.

The Council took enforcement action through the courts where appropriate and a number of current cases were in the judicial process already.

Councillor Morley noted that a number of the questions submitted in advance of the meeting had been specific and related to particular Council Wards. She reported that she would respond directly to these questions and urged Members to contact her on Ward specific issues.

Members expressed continued concerns over the performance of the enforcement function and it was proposed that the Executive be asked to review the resources for Planning enforcement, with a view to substantially improving this service.

Key Workers – A shortage of suitable key-worker housing had been identified in the Borough, with both Health and Social Care managers reporting severe difficulties in recruiting and retaining staff.

Councillor Morley reported that Key Worker accommodation was being considered as part of the work of the Local Plan Working Group. The Working Group would report its findings to the Executive in due course.

Homelessness Reduction Bill – Recognising the potential impact of this emerging legislation, Members queried what steps the Council was proposing for homeless people and the challenges facing the Council in this respect.

Councillor Morley explained that the “Team around the Person Team” was working with individuals who were homeless, providing one-to-one assistance to enable them to engage with agencies which could help. This had proved such a success that the Homelessness Grant for 2017/18 would be used to continue its funding.

The Council had, so far, this year, provided 26 nights of accommodation for rough sleepers, because weather conditions had been so poor. Further support was being considered for the range of homeless persons in the Borough, which included rough sleepers, vulnerable/at risk people and sofa-surfers. The Homelessness Reduction Bill would give Councils greater responsibilities to work with vulnerable people who were currently not within the organisation’s responsibility.

The Chairman thanked Councillor Charlotte Morley for her detailed answers to the wide ranging questions from Members in relation to her Portfolio.

Resolved, that the Committee expresses its concern about and advises the Executive to review the Planning Enforcement function, focussing in particular on resource and budgetary implications, with the objective of substantially improving this service.

32/PF Scrutiny of Portfolio Holder - Community

Councillor Mrs Vivienne Chapman, the Community Portfolio Holder, had submitted a report highlighting key areas for her Portfolio and ongoing issues.

Green Waste Club - In response to a number of queries on the Green Waste Club, going forward, Councillor Mrs Chapman highlighted the following:

The Council’s contract with Biffa would end in February 2018, when the new joint contact with Amey would commence.

Biffa currently ran the Green Waste Club and arrangements had been made for a seamless transfer so that participating households would not experience any change. However, Biffa had now written to all Green Waste Club members seeking to retain their custom and asking members to pay in advance, for a new contract with Biffa for 2018.

Agreement had already been reached between the Council and Amey for that company to take over green waste arrangements. In effect, Biffa would be using new contracts agreed with existing members to collect commercial waste which would not be processed by Surrey County Council or Surrey Heath facilities.

Residents taking up the Biffa offer would be without Council or Amey support if anything went awry.

A clear message to this effect had been issued in the recent edition of Heathscene and this message would also be conveyed on the Council's web pages. Other steps to address this issue and the legal implications of Biffa's actions would also be considered.

Street Cleansing – Members queried the scope of the survey which indicated that 96% of streets had been graded A or B, expressing concerns about the status of some roads in the Borough, including the area around Frimley Park Hospital and Station Road under the A322 By-Pass. Councillor Mrs Chapman confirmed that the survey was Borough-wide, but that she would take on board the comments raised and discuss those with the Council's contractor. When residents called about a litter issue, the Council had a team which could react to one-off litter issues. However, neither the Council nor its contractor were authorised to enter private properties to remove litter.

Councillor Mrs Chapman reported that, when there was a requirement to clear highway land adjacent to dual carriageways, this Council had to liaise closely with both Surrey and Hampshire County Councils, as Highways Authorities, as, where possible, verge cleaning of dual carriageways was combined with sorting potholes and defective street lighting.

Community Services – Councillor Mrs Chapman briefed the Committee on developments in Community Services and in particular, partnership work with Runnymede Borough Council, including a shared manager and a range of far-reaching initiatives on dementia. In 2017/18, the Council would build on its partnership with Runnymede Borough Council, SCC Adult Social Care and the Surrey Heath Clinical Commissioning Group, to strengthen and develop new services for the community.

One recent initiative included a pilot study introducing integrated health management through various forms of technology in the homes of people with moderate dementia and a carer on site. Half of the households in the pilot will have technological aids introduced and a comparison will be made between those with and without this assistance.

The Service would also introduce, in the summer of 2017, a respite service in the Windle Valley Centre for 8 clients, plus up to 2 emergency clients each day when required. This recognised that both cared for and carers need assistance.

The Council was working in partnership with Surrey County Council, the Surrey Heath Clinical Commissioning Group and Frimley Park Hospital on a package for people returning home after being discharged from the hospital. These measures included providing an emergency telephone for a week, free food for 48 hours through Meals at Home and a code dial on the front door. Various follow-up services could also be provided at the clients' request.

The Chairman thanked Councillor Mrs Vivienne Chapman for her detailed answers to Members' questions and her briefing, particularly on innovative developments in Community Services.

Resolved, that the presentation be noted.

33/PF Annual Plan 2017/18

The Committee considered a report on the Council's Five Year Strategy and the Annual Plan for the period 1 April 2017 to 31 March 2018. The Strategy had been agreed by the Council in August 2016 and had subsequently been refreshed. Both the Strategy and Plan had previously been considered by the Executive on 7 March 2017.

In response to questions submitted prior to the meeting, the following information was reported to the Committee:

- (i) Consultants had already been engaged to work up proposals to take forward the refurbishment and rebranding of the Mall shopping centre in Camberley
- (ii) The previous planning application for Pembroke House, Frimley Road had been the subject of a large petition and had been refused. However, this had been in relation to a large supermarket occupying the ground floor and issues around a lack of amenity space. No complaints had been received in respect of the affordable housing. A new planning application would be submitted and considered in due course.
- (iii) Proposals to improve the public spaces across the town centre starting with Princess Way and the High Street were based on the Public Realm Strategy. The Council had recently submitted applications to the EM3 Local Enterprise Partnership to improve the public realm for both areas, including measures to resurface the public footway and seating areas in Princess Way and resurfacing the High Street and pavement to make them more pedestrian friendly. The Camberley Town Centre Working Group was working with businesses to deliver projects to improve the High Street.
- (iv) The Borough formed part of a functional economic area with Rushmoor and Hart and, in developing the respective Local Plans, each Council would ensure that there was enough strategic employment sites and would have strategic policies in their Local Plans to allow Growth. These policies were monitored through annual Authorities Monitoring Reports, this Council's report being monitored by the Executive. The Council's Economic Development Strategy also sets out measures used by the Council to work with both public and private partners to promote and assist with the delivery of economic growth.
- (v) Measures to encourage inward investment were set out in the Economic Development Strategy, which was aligned with the growth strategies of both Surrey County Council and the EM3 LEP.

Inward investment was encouraged in a number of ways, including ‘Open for Business’, which included working with small companies, business associations and key account management for the larger employers in the Borough.

A report on economic activity was submitted to the Executive annually and the main measure of success would be an increase in the total business rates collected and the Council Tax Base.

- (vi) The Council was working with the Yorktown and Watchmoor Business Association and had submitted an application to the EM3 LEP to develop a new bus route to link trains and buses with the Business Parks, which were currently not served by public transport. This would include transport and infrastructure improvements and was an example of a direct way in which the Council was working with businesses to deliver improvements. The Council was also working with SCC to achieve improvements to the A30 Meadows Gyratory.
- (vii) Encouraging new developments to strengthen the local economy would be achieved by allocating sites for development (residential, employment, retail) through the Local Plan, examples including potential developments such as Fairoaks, Deepcut and One Public Estate initiatives.
- (viii) It was confirmed that 100% of the new housing in Pembroke House would be affordable. Subject to agreement with the Housing Association on the best mix, of the 25 Units proposed, 15 would be one-bedroom units.

The Executive Head of Transformation also undertook to provide, where possible, more specific detail on how each matter raised was being measured.

The Chairman noted that previous versions of the Annual Plan had carried significant detail and that this version was designed to be more user friendly for members of the public.

Resolved, that the report be noted.

34/PF Task and Finish Groups

Councillor Robin Perry reported on a meeting of a Task and Finish Group, held on 14 March 2017, which had sought to review the impact of recent Government benefit reforms on Surrey Heath Borough Council and local residents, with a view to making recommendations on possible changes that could help minimise any negative repercussions.

The Group was assisted by Maria Zealey, from the Surrey Welfare Rights Group and the Revenues and Benefits Manager, Robert Fox.

The main welfare changes identified were:

- (i) Benefit Cap – down to £20k pa from 7 November
- (ii) Universal Credit - being introduced in phases,

- (iii) Housing Benefits - capped at Local Housing Allowance rates,
- (iv) Personal Independence Payment - replaces Disability Living Allowance,
- (v) Employment and Support Allowance being phased out from April 2017,
- (vi) Youth Obligation – from April 2017, 18-21 year olds to lose automatic entitlement to Housing Benefit, Child Tax Credit
- (vii) Child Tax Credit – from April 2017, entitlement to Child Tax Credit will be removed for third or subsequent children born after April 2017,
- (viii) Spare Room Subsidy (Bedroom Tax),
- (ix) social tenants with a household income of more than £31k will have to pay higher “market rate” rents.

Looking at the impact of benefit changes on Borough residents, the number impacted upon by the benefits cap and the introduction of Universal Credit was relatively small, but the impact on those individuals was likely to be high.

There had been an increase in homelessness and personal debt, exacerbated by the bureaucratic nature of the new schemes and, notably the need to have access to and basic skills in ICT.

Many debt management and Benefits Advice support services had been discontinued as part of general financial cutbacks.

The Task and Finish Group was planning to meet again before formulating recommendations to the Committee.

Resolved, that the update be noted.

35/PF Work Programme

The Committee considered a report enclosing a draft work programme for the municipal year 2017/18.

Members noted that the Council Leader and Chief Executive had been invited to the Committee's July meeting to discuss the Performance report for 2016/17. Because the original meeting date, of 5 July 2017, clashed with the Local Government Association Conference, this meeting had been moved to 12 July 2017 to enable the guests to attend.

The Committee agreed the following Work Programme for Municipal Year 2017/18:

DATE	TOPIC	OFFICER
5 July 2017		
1	Performance 2016/17	Louise Livingston
2	Finance Report – End of Year 2016/17	Kelvin Menon
3	Presentation - Changes to Services for Older People in the Borough	Tim Pashen
4	Emergency Planning/Business Continuity	Tim Pashen

5	Waste Action Plan	Tim Pashen
6	Information Items report (Complaints/Ombudsman/ Equalities/Air Quality Management/RIPA/Corporate Risk)	Andrew Crawford to collate
7	Task and Finish Groups	Andrew Crawford
8	Committee Work Programme	Andrew Crawford

13 September 2017

1	Scrutiny of Portfolio Holders – Business/Corporate	Daniel Harrison/ Richard Payne
2	Review of Reserves and Provisions	Kelvin Menon
3	Annual Report on Treasury Management	Kelvin Menon
4	Green Space Update	Daniel Harrison
5	Task and Finish Groups	Andrew Crawford
6	Committee Work Programme	Andrew Crawford

6 December 2017

1	Scrutiny of Portfolio Holders – Finance/ Transformation	Kelvin Menon/Louise Livingston/ Karen Limmer
2	½ Year Treasury Management Report	Kelvin Menon
3	½ Year Finance Report	Kelvin Menon
4	Finance linked Reports	Kelvin Menon
5	Transformation linked Reports	Louise Livingston
6	Update on Investment Properties	Karen Limmer
7	Task and Finish Groups	Andrew Crawford
8	Committee Work Programme	Andrew Crawford

21 March 2018

1	Scrutiny of Portfolio Holders – Regulatory/Community	Jenny Rickard/ Tim Pashen
2	Corporate Risk	Kelvin Menon
3	Corporate linked reports	Richard Payne
4	Regulatory linked reports	Jenny Rickard
5	Task and Finish Groups	Andrew Crawford
6	Committee Work Programme	Andrew Crawford

36/PF Exclusion of Press and Public

In accordance with Section 100(A)(4) of the Local Government Act 1972, the press and public were excluded from the meeting for the following items of business, on the ground that they involved the likely disclosure of exempt information, as defined in the paragraphs of Part 1 of Schedule 12A of the Act, as set out below:

Minute	Paragraph(s)
37/P	3
38/P	3

Note: Minute 37/P is a summary of matters considered in Part II of the agenda, the minute of which it is considered should remain confidential at the present time.

37/PF Minutes

The exempt minutes of the previous meeting, held on 7 December 2016, were agreed and signed by the Chairman.

38/PF Review of Exempt Items

The Committee reviewed the minutes which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

RESOLVED, that minute 37/PF and the associated agenda report remain exempt for the present time.

Chairman

This page is intentionally left blank

2016/17 End of Year Report

Summary:

This 2016/17 End of Year Report summarises the performance of the Council against corporate objectives, priorities and success measures for 1st April 2016 – 31st March 2017.

Portfolio: Cllr Colin Dougan (Transformation)

Wards Affected: All

Recommendation

The Committee is asked to note the 2016/17 End of Year Report and make any comments or suggestions to the Executive, as appropriate.

1. RESOURCE IMPLICATIONS

- 1.1 This report summarises the performance of the Council against the Annual Plan for 1st April 2016 – 31st March 2017. The full report is set out in Annex A. There are no financial implications arising from this report.
- 1.2 This End of Year report demonstrates the Council's continued commitment to improving the management of its performance to achieve the Council's Five Year Strategy.

2. ADDITIONAL INFORMATION

- 2.1 The Five Year Strategy sets out the Council's vision and objectives. It also includes a number of longer term key priorities in addition to the Council's ongoing service delivery.
- 2.2 The Annual Plan includes an overview of the vision and objectives from the Five Year Strategy but states the outputs and success measures that will be delivered in 2016/17 in support of our longer term direction. For each of the Council's key priorities under the headings of Place, Prosperity, Performance and People, the Annual Plan demonstrates the Council's commitment to our longer term Strategy, to keep us on track.

Objectives

- 2.3 A selection of achievements against the objectives over the year have included the following:
 - 2.3.1 The Council acquired the Capital & Regional's interest in the Mall shopping centre together with other properties on the London Road Block (LRB) site for a total of £86m. Subsequently the Council also acquired the freehold of House of Fraser and NatWest Bank on Park Street. The primary purpose for these acquisitions was to give the Council control of large areas of the town centre, thereby making it easier to bring forward the council's regeneration aspirations and overall objectives for the Council's key priority. In addition

these purchases will generate £2.1m before loan repayments to support services.

- 2.3.2 The Council has selected Berkeley Homes to be its partner in developing Ashwood House and Pembroke House and work is progressing well towards a planning application being submitted this summer.
- 2.3.3 The Council implemented a permanent night time closure of the High Street, Camberley on Wednesday, Friday and Saturday nights. The Order was made following a 3-year pilot which saw crime and disorder in the town centre fall by 50%.
- 2.3.4 Surrey Heath remains the highest performing authority in Surrey for recycling and is the fourth highest authority in the Country.
- 2.3.5 In order to support economic development and regeneration, the Council purchased property to the value of £121m during the year, the majority of which was in the town centre. These properties are budgeted to contribute £2.9m before loan repayments to the Council's budget.
- 2.3.6 As a result of the investment strategy followed, the Council has managed to achieve a surplus of £140k against budget for investment income and a saving of £600k against budget in borrowing costs.
- 2.3.7 The Surrey Heath Business awards attracted 32% more applicants this year compared to last year for the 6 awards on offer. This reflects its increasing popularity year on year.
- 2.3.8 The refurbished Lightwater Visitors' Centre and Café opened in autumn 2016. It generates income of £5000 pa for the Council as well as providing a learning/meeting/community space in this well-loved park.
- 2.3.9 In the spring of 2017, the Council agreed a borough wide play area improvement scheme to the value of over £650,000 to be implemented over the next three years.
- 2.3.10 The Council delivered high quality community events including the Frimley Lodge Live Music Festival, Camberley International Festival, outdoor theatre and Camberley on Ice.
- 2.3.11 The Council over the past year identified and implemented a number of new income and efficiency generating opportunities which are detailed in the End of Year report.
- 2.3.12 The Council worked with four local Council's to deliver the new Joint Waste Partnership and appointed Amey as the new contractor to provide the waste and recycling collection service and street cleansing service from 2017/18. The contract will commence in Surrey Heath in February 2018 and is estimated to provide annual savings to the Council of £330K.

Success Measures

- 2.4 Achievements against the success measures this year have included:
 - i. An average of 97% of contact centre customers rated their satisfaction as good or excellent, compared to the quarterly target of 90%;

- ii. An average of 96% of Food businesses had 'Scores on the door' of 3 or over compared to the quarterly target of 95%;
 - iii. 31833 meals were served to residents at home, compared to the annual target of 28500 ,there was an increase by 11% of meal deliveries in the first six months post relaunch;
 - iv. The average amount of days per quarter to process Housing Benefit/Council Tax Benefit claims was 7 days, compared to a quarterly target of 15;
 - v. The collection rate for Council Tax was 99.4% and was 98.8% for Non-domestic rates;
 - vi. The average occupancy of Camberley town centre car parks was 58% against the quarterly target of 55%
- 2.5 Success measures that did not meet their targets included:
- i. The average number of households living in temporary accommodation per quarter was 44 compared to a quarterly target of 30. While the number of homeless applications remains steady and the number of homeless preventions increased in 2016/17 from 84 to 129 there is not as high a level of supply of new affordable homes in the Borough to meet demand. That is why the Council needs to deliver more homes to affordable standards to contain the costs of this function for the future. The lost benefit to the community of not providing affordable housing is not just reflected in the number of families in temporary accommodation now but in the fact that each affordable home provided adds to the stock that will meet the future housing needs of residents.
 - ii. An average of 85% of complaints per quarter were responded to, compared to a quarterly target of 90%. This response level needs to improve. Due to their nature, some complaints require detailed and extensive investigation before a full response can be made. This can lead to complaints taking over the target of 10 working days to respond. In most circumstances the complainant is written to and advised that the complaint will take longer to respond to. To improve this position for 2017/18 A robust monitoring system has been put in place which will alert the relevant Executive Head to the fact that target time for a response is due and that a 'holding reply' is required,' if they cannot meet the initial deadline.
 - iii. The total amount of annual journeys by community bus was 22147, compared to the annual target of 24000. The reason for the shortfall was due to the fact that the target was on the assumption that we have 5 drivers per day when in reality for a short period of time the Council had to work with 3. This is being rectified by increasing our pool of casual drivers. Operating with an average of 3 vehicles per day, should on the face of things mean a decrease in numbers against previous achievements, however the service has reviewed the use of its vehicles to maximise the potential of the assets available (time, drivers and vehicles) resulting in only a modest decrease. This demonstrates a significant improvement in the service delivery. Community are also keen

to introduce electronic vehicle trackers to enhance our performance in real time, allowing for more up to the minute journey bookings.

- iv. An average of 64.5% of minor applications were processed per quarter compared to a quarterly target of 65%. During Q2 and Q3 the process was affected by long term staff sickness and difficulties in staff recruitment in this profession which is a national problem. Significant recovery has been made in Q4 with 75.8% of applications being processed within the 65% target. This is an area where we would like to make significantly better progress in 2017/2018. Transformation will be looking at process and improvement opportunities when the new Arcus system is fully operational.

3 OPTIONS

- 3.1 The Committee has the option to;

- i. Note the Report in Annex A; and/or
- ii. Make recommendations to the Executive;

4 PROPOSALS

- 4.1 It is proposed that the Committee note the End of Year report and make any appropriate comments or suggestions to The Executive.

5 CORPORATE OBJECTIVES AND KEY PRIORITIES

- 5.1 The End of Year report sets out all the corporate objectives, priorities and success measures that meet the 5 Year Strategy.

Annexes	Annex A – 2016/17 End of Year Report
Background Papers	Annual Plan 2016/17 Five Year Strategy
Author/Contact Details	Jacinta Stevens, Senior Organisational Development Officer 01276 707263
Service Manager	Louise Livingston, Executive Head of Transformation 01276 707403

CONSULTATIONS, IMPLICATIONS AND ISSUES ADDRESSED

Resources	Required	Consulted
Revenue	N/A	
Capital	N/A	
Human Resources	N/A	
Asset Management	N/A	
IT	N/A	
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	✓
Policy Framework		
Legal		

Resources	Required	Consulted
Governance		
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

Review Date:

Version:

This page is intentionally left blank

END OF YEAR REPORT

2016/17



Foreword

Our vision is to make Surrey Heath an even better place to live, work and play. This End of Year Report for 2016/2017 details our achievements and performance outcomes.

2016/2017 has been an excellent year. In November the Council took a strategically important decision to acquire Capital & Regional's interests in Camberley Town Centre and other key sites. These acquisitions enable us to have control of our own town centre's future, bring forward our regeneration ambitions for Camberley and support economic development. We have selected Berkeley Homes as our development partner for Ashwood House and Pembroke House, so that much-needed housing can be delivered in the area.

Our property investment has generated additional revenue of over £2.9m, and we have made savings of £600k on borrowing costs this year.

Our work in collaboration with four local Councils on the new Joint Waste Partnership will bring in annual savings of £330,000 to the Council, whilst the service will continue to keep our place clean, green and safe - and keep us one of the highest recycling authorities in the country; a hugely positive legacy for future generations.

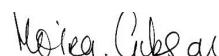
Our work to engage businesses and provide a networking platform for local enterprise was evident at our Business Breakfast events and recent Business Awards. These events enabled us to further support local business growth and development.

In Spring 2017 we agreed a Borough-wide play area improvement scheme to the value of over £650,000, which will be implemented over the next three years. We have introduced a broad range of activities for the whole community including walking football for the over 50s. In Community Services our crucial work to support an ageing population continues, improving services for the elderly. We also implemented a permanent closure of Camberley's High Street on Wednesday, Friday and Saturday nights. The Order was made following a 3-year pilot which saw crime and disorder in the town centre fall by 50%. These are just a few of the initiatives running to help provide spaces and activities for the whole community to enjoy.

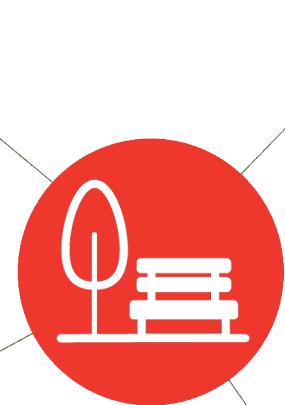
This report provides more details on our performance as well as our success measures against the objectives we set ourselves for the year.



Karen Whelan
Chief Executive



Councillor Moira Gibson
Leader of the Council



Place

Objective

To make Surrey Heath an even better place to live

Priorities

- To deliver an improved Camberley Town Centre with better accessibility
- To improve waste and recycling
- To ensure the Borough's open spaces are well maintained and sustainably managed



In 2016/17 we said we would:

- Work with partners to progress regeneration plans for the London Road frontage.
- Continue to buy property to regenerate the town centre.
- Deliver improved car parking - including a business plan for a proposed car park on the A30.
- Secure a partner to develop housing at Ashwood House.
- Support the Business Improvement District to promote the town centre.
- Promote the town centre through a series of events, notably Camberley on Ice.
- Implement a permanent night time closure of the High Street.
- Provide higher quality services by taking on responsibility for maintaining verges and roundabouts across the Borough.
- Reduce household waste and maintaining recycling rates above 63%.

Our achievements this year are:

- The Council acquired the Capital & Regional's interest in The Mall Shopping Centre together with other properties on the London Road Block (LRB) site for a total of £86m in November 2016. Subsequently the Council also acquired the freehold of House of Fraser and NatWest Bank on Park Street. The primary purpose for these acquisitions was to give the Council control of large areas of the town centre thereby making it easier to bring forward the Council's regeneration aspirations. In addition these purchases will generate £2.1m before loan repayments to support services. Professional property management and asset management agents were appointed who developed a business plan to bring forward a number of projects, which included the refurbishment of the centre, new branding, and lettings. This also included an outline strategy for the LRB. Proposals for the LRB have been commissioned from our advisors given that the Council now has control of most of the land interests. This may include a mix of new car parking provision, housing and retail.

Place

- Contactless payment was launched in February 17 and in the first month accounted for 7% of all payments rising to 11% in March (approximately 3,000) and is still rising. Cashless payments have gone from zero three years ago (when chip and pin was introduced) to 33% of total transactions. Cashless payments are much faster than cash and so reduce queuing time for customers. This also means there is less cash to process, leading to lower cash handling costs.
The resurfacing of level 5 in Main Square Car Park, to the same standard as Level 4, will continue to help reduce queuing to get into the car park as the wider bays enable quicker parking. The newly painted surface also improves the aesthetics of the car park and has been welcomed by car park users. Given the success of this work a proposal will be put forward to agree funding for the remaining three levels to be resurfaced in the same way. In addition a further proposal will be submitted to install LED lighting throughout the car park which not only provides better illumination but also reduces energy costs by 60-70%. The milestones for the LRB site have affected the proposal for a new car park. The proposal will form part of the review of the LRB site and work on exploring options for the redevelopment of the site is currently ongoing.
- The Council has selected Berkeley Homes to be its partner in developing Ashwood House and Pembroke House. The schemes have been developed for both properties. Public consultation has been carried out. Berkeley Homes have been carrying out their due diligence and the legal documents have been progressed. Agreement has also been reached with Surrey County Council (SCC) regarding practical issues such as relocation of the bus stops. The concrete ramp and existing canopy will be removed as part of the works. New public realm works will be put in place following removal of the scaffolding. This will be the first phase of public realm works for the town centre along Pembroke Broadway and the footpath through to Princess Way.
- The Council supported the renewal of the Business Improvement District (Collectively Camberley) for a further 5 years and this was successful. The Council delivered a number of events during the year to support the town centre. These were the Queen's 90th Birthday picnic on 11th June, Camberley International Festival from 1st – 11th June, Olympic Sports Market on 13th August and Camberley on Ice throughout December. The Queen's 90th Birthday Picnic in London Road Rec was attended by approximately 500 local residents.
Camberley International Festival took place across numerous venues including town centre bars. Participation/audience was estimated to be in the region of 1,000 while the event also generated a great deal of positive media and social media coverage for the town.
The Olympic Sports Market was held on Park Street during a busy Saturday in August. Camberley on Ice attracted 12,000 visitors and 7,000 paying skaters.
- The Council implemented a permanent night time closure to vehicles on the High Street on Wednesday, Friday and Saturday nights. "The Surrey County Council High Street (D3512) Camberley (PROHIBITION OF TRAFFIC) Order 2016" was made on the 8th November 2016. This prohibits traffic on the High Street Camberley from 2130 hrs every

Place

Wednesday, Friday and Saturday to 0400 hrs the following day. The Order was made following a 3-year pilot which saw crime and disorder in the town centre fall by 50%. This is largely due to pedestrians not been confined to the pavements. Closing the road to vehicles has also stopped the anti-social driving which previously occurred on the High Street at night. The Police are fully supportive of the closure and it forms part of their policing policy for the town.

- SHBC took on responsibility for all SCC verges, roundabouts and weed killing from April 2017 and as a result has improved the service that had been delivered by SCC, by increasing the number of urban cuts to 8p.a from the previous 6p.a and rural cuts to 3p.a from the previous 2 p.a. There will also be 2 weed sprayings p.a. Combining what was the county service with our own grass cutting services means that a more consistent service can be delivered across the Borough resulting in all verges cut to the same level at the same time. Unfortunately the funding initially promised by SCC to the Borough to take this on is likely to reduce by 36% in 2018/19 which will only cover the cost of 4 urban cuts, 2 rural cuts and 1 weed spray. If the current level of service is to be maintained around £35,000 of extra funding will be required.
- The total amount of household waste generated per household in Surrey Heath has reduced. In 2016/2017 it was 824.66 kg/household/year compared with 835.82 kg/household/year in 2015/2016. Surrey Heath remains the highest performing authority in Surrey for recycling and is the fourth highest authority in the country. The predicted recycling rate for 2016/2017 is 62%. This is slightly lower than the target of 63%. The shortfall was largely due to the increase in the number of flatted properties in Surrey Heath. Work is currently underway to introduce innovative solutions for recycling from flats as well as reducing contamination. Surrey Heath has been appointed as the administering authority for the Joint Waste Contract. A centralised team has been set up to manage the contract with all waste staff employed by the partner authorities being transferred to Surrey Heath. All staffing costs continue to be paid by the partner authorities.



Prosperity

Objective

To sustain and promote our local economy so that people can work and do business across Surrey Heath

Priorities

- To maximise returns on our investments and deliver construction led growth across the Borough
- To support economic development through the delivery of the Economic Development Strategy Action Plans

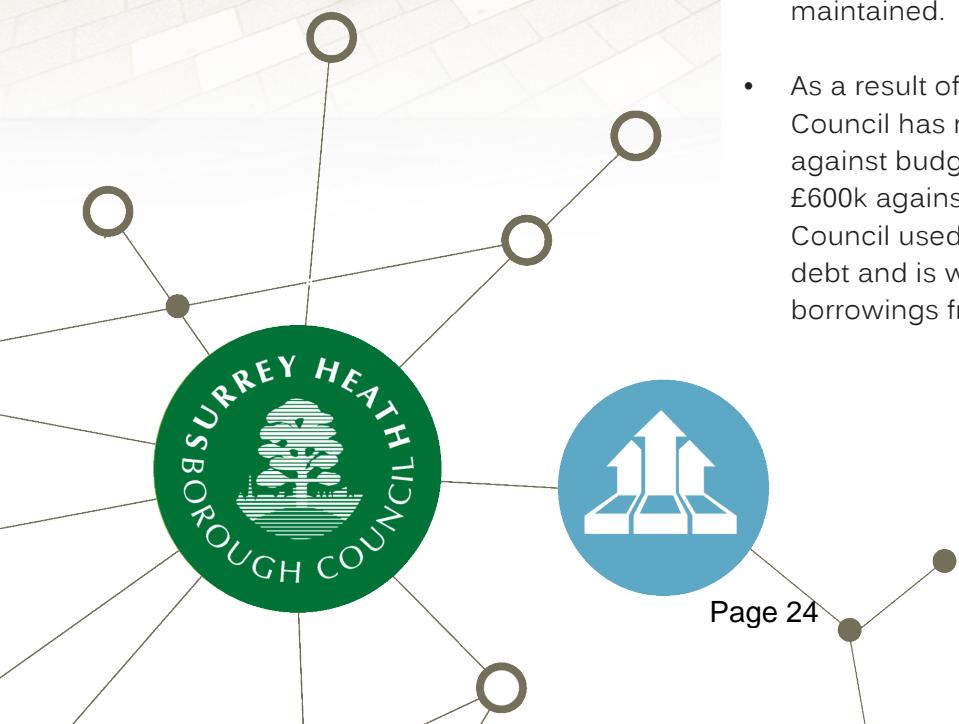


In 2016/17 we said we would:

- Buy property for regeneration and investment.
- Review our investments; ensuring maximum return and minimal risk.
- Support housing and business property development.
- Work with the Government to identify publicly owned land for redevelopment.
- Host the Surrey Heath Business Awards to showcase businesses in the Borough.
- Promote Surrey Heath as a business relocation opportunity.
- Deliver applications to the Local Enterprise Partnership for funding to support the local economy.

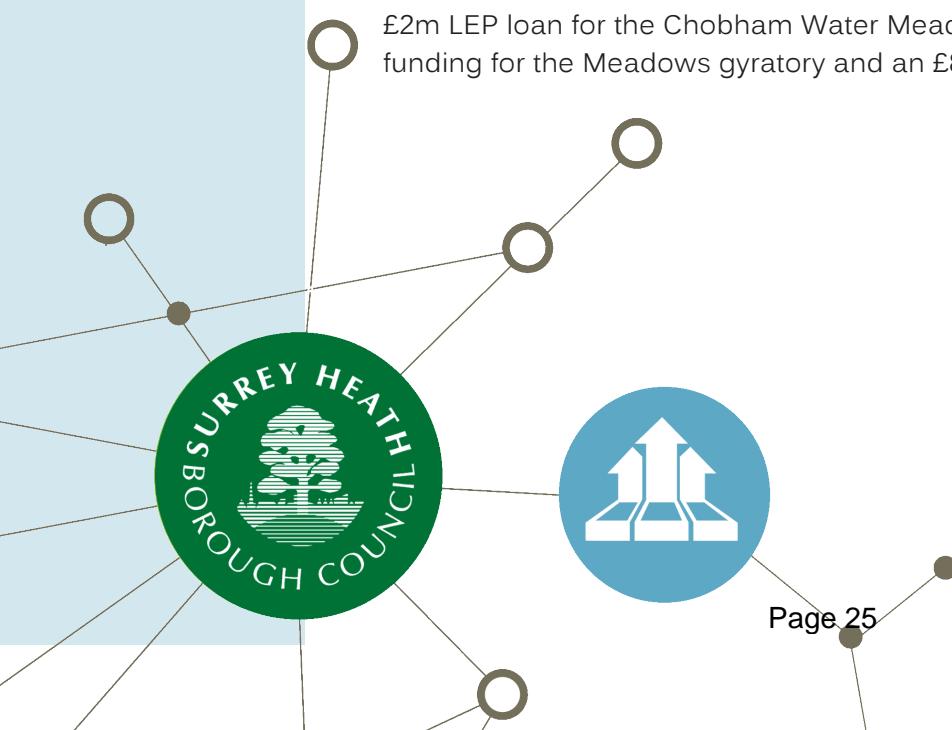
Our achievements this year are:

- In order to support economic development and regeneration the Council purchased £121m of property during the year of which the majority was in the town centre. These properties alone are budgeted to contribute £2.9m before loan repayments to the Council's budget. In addition having control of the town centre this should remove some of the barriers to regeneration – one of the models being considered is a development company. Further property investment will be needed in the coming years to address the funding cuts the Council faces if services are to be maintained.
- As a result of the investment strategy followed, the Council has managed to achieve a surplus of £140k against budget for investment income, and a saving of £600k against budget in borrowing costs. In March the Council used its investments to pay down some of its debt and is working with its advisors to reduce risks on borrowings from interest rate changes.



Prosperity

- The Council has worked hard during the year with developers to bring forward housing. During the year the Council tax base increased by 427. The Council invested in facilities at its SANGs land in Chobham to enable it to be used to bring forward new homes in the Borough. The Council was also awarded capacity funding by Government to support its proposal to develop a "Garden Village" in the Borough which would not only deliver housing but also the associated infrastructure.
- The Council has continued to work with Government to bring forward surplus MOD land for redevelopment. However, changing priorities within the MOD (outside the Council's control) have affected the progress of this project during the year, but work is still ongoing.
- The Surrey Heath Business Awards attracted 32% more applicants this year compared to last year, which reflects its increasing popularity year on year. Over 150 delegates attended the awards event on the 31st March 2017 and there was widespread reporting in the local media. This event is always oversubscribed.
- The Council has worked to promote the Borough as a place for business over the past year. It has proved difficult to attract substantial new businesses to the Borough due to the lack of land for commercial development however the Borough does have one of the highest rates of small business start-ups in the country with 36 new businesses and 95% satisfaction rate. It is also growing a reputation in certain niche industries such as IT and pharmaceuticals.
- The Council has submitted funding applications to the Local Enterprise Partnership (LEP) and has got through the first stage - it has to now submit business cases for each bid during 2017/18. The Council is seeking £5m towards highway improvements in Camberley Town Centre and £6m towards the Public Realm work in the town centre. Several of these schemes are dependent on match funding from this Council as well as Surrey County Council, which is facing financial problems. Post election, it is unclear whether LEP funding will continue, or if the Government will introduce a new mechanism for infrastructure investment to improve outcomes. The Council received a £2m LEP loan for the Chobham Water Meadows, £5m contribution subject to matched funding for the Meadows gyratory and an £8m loan towards Ashwood House.



Performance

Objective

To deliver effective and efficient services better and faster

Priorities

- To change the way we work
- To maximise use of the buildings we own
- To increase partnership working



In 2016/17 we said we would:

- Deliver a plan for management of the Arena Leisure Centre.
- Identify commercial opportunities to increase income and support the Council's future sustainability.
- Review services to deliver value for those living and working in Surrey Heath.
- Work in partnership with other authorities and the public and private sectors to deliver increased benefits to businesses and residents.
- Appoint a contractor for Joint Waste Collection service and shared contract management team.
- Work with other Boroughs to reduce fraud.
- Use space in Surrey Heath House more efficiently; promote agile working for staff to increase the number of tenants and provide residents with a one stop shop for public services.

Our achievements this year are:

- In March 2017 the Council agreed to the establishment of a Member Working Group to consider procurement options for the Arena Leisure Centre. This group is tasked with putting forward a recommendation to the Executive in July 2017.
- The Council over the past year identified and implemented a number of new income and efficiency generating opportunities including:
 - The leasing of part of the IGC and Knoll Road car park to South Central Ambulance Service, this will generate £25,000 income p.a;
 - The opening of a new café at Lightwater Country Park, this will generate £5,000 per income p.a;
 - Foot Golf, which started in March 2017 at Frimley Lodge Park, estimated income is likely to be £3,000-£4,000 in the first year;
 - The introduction of day fishing licenses at Lightwater Country Park, estimated income is £5,000 p.a;



Performance

- Launched Home Safe Service helping patients discharged from hospital settle back in at home by offering our community services such as community alarms and Meals at Home. An initial 17 Home Safe packs have been distributed and this has resulted in three referrals of which one client has taken up our community alarm service and two have taken up both the community alarm and Meals at Home service. If all 17 packs result in referrals they have the potential of increasing the community alarm income by £4,280 p.a and meals at home by £17,000 p.a;
 - The Council increased the number of Meals at Home by 11% in the last 6 months, which has the potential of increasing income by £5,000 to £7,000 p.a;
 - The Council purchased £121m of property during the year and these properties alone are budgeted to contribute £2.9m (before loan repayments) to the Council's budget;
 - Reviewed three of the Council's seven departments to ensure our services continue to offer value for money for the residents and businesses of Surrey Heath;
 - Invested in a new box office booking system for the Theatre which has already resulted in over 50% of ticket sales being online. The system has been also been integrated into the Council's contact centre enabling staff there to sell tickets.
-
- The Council has worked with, Project Five and Surrey Chambers of Commerce to provide an advice service for new businesses. This is a bespoke complimentary service tailored for start-up businesses, this year 36 businesses have participated with 95% satisfaction rate. The Joint Waste Partnership with Elmbridge, Woking and Mole Valley has appointed a contractor, Amey, with the service having gone live in June 2017. We have been working with Woking Borough Council to deliver the Council's Environmental Health service. The partnership with Runnymede in Family Support and Community Services continues to thrive with new services being delivered to the community including Home Safe and an improved Meals at Home service. The proposed business case for Building Control Partnership did not deliver a strong mandate however work continues to see if a different model would deliver the required benefits.



Performance

- Worked with four local Councils to deliver the new Joint Waste Partnership and appointed Amey as the new contractor to provide the waste and recycling collection service and street cleansing service from 2017/18. The contract will commence in Surrey Heath in February 2018 and is estimated to provide annual savings to the Council of £330K. The contract and final Inter-Authority Agreement was signed on 26th May 2017. The contract commenced in Elmbridge on 3rd June 2017.
- During 16/17 the Counter Fraud and Corporate Enforcement Team have: identified £23,500 of incorrect Single Person Discount through a data matching exercise. Successfully prosecuted 11 waste related cases resulting in £5,831 in costs. The team issued 18 Fixed Penalty notices for a raft of environmental offences generating an income of £2,055. The team worked with Surrey Police and Parish Councils to move on 4 separate illegal incursions in a timely manner.
- The ground floor of Surrey Heath House continues to provide a multi-agency customer hub with the Council, Police, Job Centre Plus and Surrey Disabled People Partnership, all delivering face to face services. Greater collaboration between staff across the agencies means a better all-round service can be offered to customers. We are currently exploring options of shared services with the Job Centre Plus. The Council has introduced a new digital system to improve customer service and service delivery in planning, licensing, waste and recycling, environmental health and building control. This has also been coupled with new cloud technology for email and a document management system which introduces a more efficient way of working, resulting in staff being able to access their email & files from any device and from any location.



People

Objective

To build and encourage communities where people can live happily and healthily

Priorities

- To work with partners and the community to keep Surrey Heath a clean, green and safe place
- To work with partners to deliver the Sustainable Community Strategy Action Plan
- To deliver the Surrey Heath Health and Wellbeing Action Plan with the Surrey Heath Clinical Commissioning Group and Surrey County Council



In 2016/17 we said we would:

- Maintain a range of services to help vulnerable people live independently in their homes and reduce the numbers living in isolation.
- Provide support to people with dementia and their carers.
- Develop a wider range of housing options to meet housing need.
- Increase success for homelessness prevention; maintain low levels of homelessness cases and B&B use.
- Open the visitor centre in Lightwater Country Park to provide space for school groups and a café.
- Expand the range of activities on offer in our parks.
- Develop a programme for the refurbishment of play areas across the Borough.
- Continue to deliver high quality community events such as Frimley Lodge Live, Camberley International Festival and Outdoor Theatre.
- Support the Olympics with events around the Borough.
- Work with sports clubs to increase sports participation.
- Extend the Workplace Wellbeing Charter to businesses across the Borough.

Our achievements this year are:

- The proportion of people over the age of 85 years in Surrey Heath is growing faster than any other district in Surrey. It is predicted that between 2015 and 2025 this group will have increased by 60% compared to 40% for Surrey as a whole. Although numbers in the older age groups are relatively small, this group are more intensive users of health and social care. They are also more likely to experience social isolation and/or loneliness. The services provided by the Council help to meet these needs as well as generating additional income to the Council. These include:
 - Around the clock emergency assistance through our community alarm and telecare service.
 - Accessible community transport to locations around the Borough and beyond.
 - A GPS Location Service for supporting vulnerable residents of all ages and with a wide range of disabilities, health issues etc.
 - Hot meals delivered ready to eat at the door every day of the week (including Christmas Day).
 - Activities, friendship and hot meals at our Windle Valley Centre.

People

All services have continued to move forward and have been developed over the year. An example of the success of this is the rebranding and relaunching of Meals at Home resulting in an increase in meal deliveries of 11% in the first month post relaunch. In order to promote services to residents, all services have been rebranded and new literature reflects the new approach to delivery of services. In addition, the Borough's website has been updated to mirror the changes made to paper copy literature and we have increased the number of online referral forms for service requests.

- There are currently around 1,100 people in Surrey Heath with dementia. By 2020 this number is estimated to increase by 45%. Increasingly people with dementia are living for much longer in the community, and that will mean that more customers to businesses in Surrey Heath, and potential customers of the Council, will have dementia. In order to meet this challenge we have continued to participate in the Dementia Strategy Board. Surrey Heath Contact Centre staff; a number of other front line staff; and Members have been trained as "dementia friends".
 - The Saturday Club continues to operate in Bagshot for people with dementia and their carers. All staff and volunteers have been trained as dementia friends.
 - The Arena is offering a valuable service to people with dementia. The Arena staff have been trained as dementia friends and are part of the Dementia Action Alliance (DAA) for Camberley.
 - Windle Valley Day Centre and its services are also working towards becoming a member of DAA for Bagshot.
 - A number of businesses in Bagshot/Camberley are also working towards becoming members of the DAA.
- The Team Around the Person project was extended, providing support to rough sleepers with multiple needs. The work delivers positive outcomes for vulnerable residents while providing cost benefits for other services such as health, social care and the police. The number of households who had their homelessness prevented increased from 84 to 129 (only the second time in 10 years that we have assisted over 100 households in one year). This equates to 2.5 households a week avoiding homelessness through our work. In spite of the cost of B&B increasing and, due to benefit restrictions the cost passed onto residents placed being capped, the net cost of B&B increased by just £2,000 on the 2015/16 costs.
Work started at the end of the year with Ethical Lettings, a not for profit letting agency, who source affordable tenancies in the private sector. This work will be developed further in 2017/18 to increase options for residents at risk of homelessness.
- The refurbished Lightwater Visitors' Centre and Café opened in autumn 2016. It generates income of £5,000 p.a for the Council as well as providing a learning/meeting/community space in this well-loved park. This links to the new nature and heritage activities and events that we will be introducing in the coming year including the development of a forest school, which will provide local schools with the opportunity to get their children out of the classroom and into our parks and greenspaces to develop their learning.

People

- The Council now offers a very broad range of activities for the whole community including: Increased choice of nature and heritage walks, walking football for the over 50s, doorstep sports (taking sports to the community) and Foot Golf at Frimley Lodge to name a few. Walking football has seen a 100% participant increase in the last year, with 56 monthly participants compared to 28 in 2016. The Council is working in partnership with Eikon and Streetgames for Doorstep sport. We have delivered doorstep sport to 111 young people in 2016/17, 32 of them new starters. Out of the 111 young people engaging in the Old Dean outreach programme, 75% of those attending live on the Old Dean estate and the majority of these young people are in high risks groups for becoming NEET (Not in Employment, Education or Training).

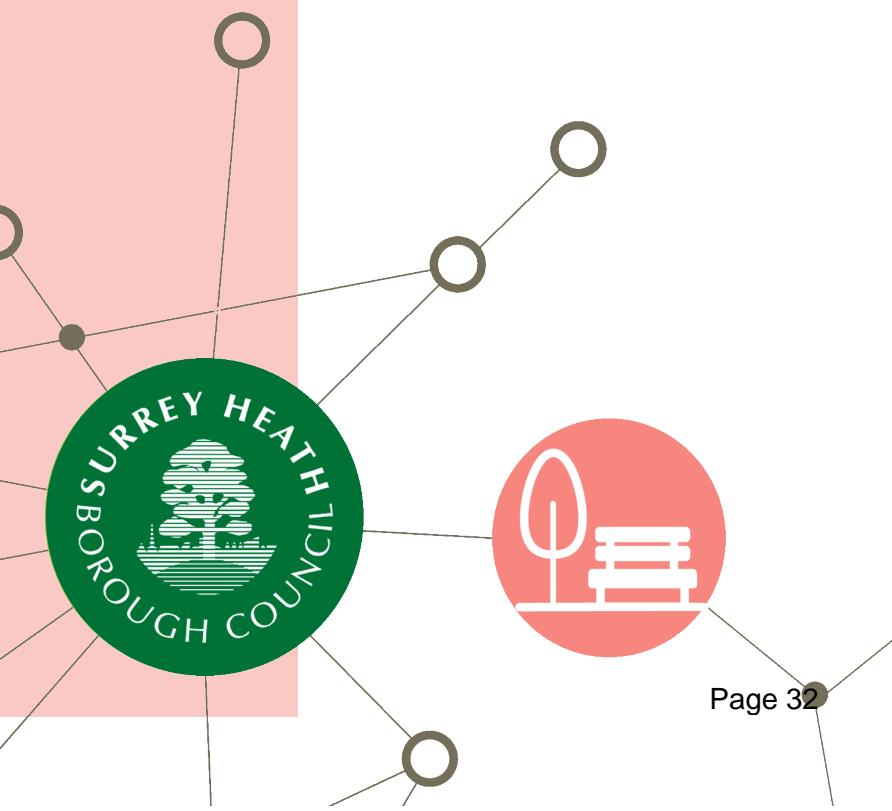


Walking football

- In Spring 2017 the Council agreed a Borough-wide play area improvement scheme to the value of over £650,000 to be implemented over the next three years.
- The Council delivered high quality community events including the Frimley Lodge Live Music Festival, Camberley International Festival, outdoor theatre and Camberley on Ice. Frimley Lodge Live 2016 attracted attendance of more than 3,000, Camberley International Festival participation/audience was estimated to be around 1,000, the outdoor theatre in Frimley Lodge Park attracted an audience of approximately 300, and Camberley On Ice attracted 7,000 paying skaters and 12,000 visitors.
- The Council held a special "good luck" civic reception for two of the Borough's Judo Olympians in July which was attended by a broad cross section of the local community including voluntary groups, sports organisations, youth groups and local businesses. The reception recognised the endeavour of a number of Borough residents who had been selected to represent the country at the Rio Olympics. A special recognition award was given to the two Olympians in attendance. The Olympic Sports Market Day was a community event held on Park Street in Camberley and involved numerous sports clubs and sports related businesses providing a range of sport/health related activities free of charge on a busy Saturday in August.

People

- The Council supported local clubs to increase sports participation, examples of these include:
 - Support from the Council for Quays Wake and Water Ski club and Farnborough Fins enabled them to access Sport England's "Sportivate" funding, which allowed them to run free or subsidised coaching programmes for 11-25 year-olds who were not considered to be particularly 'sporty'. This programme helped both clubs attract new members which in turn helped with club sustainability.
 - The Council enabled Camberley Town Youth FC to successfully launch the only "girls-only" football team in the Borough, which resulted from Surrey Youth Games coaching sessions. Previously, girls only had the option of joining mixed teams with boys – and while this isn't necessarily an issue, FA research has found that girls are more likely to play and stick with football when in a girls-only setting, particularly as they move into older age groups. The team have been playing in an under 11 league all season. The Surrey Heath Sports Council also supported both coaches within the team by paying for 50% of their respective coaching qualifications.
 - The Council supported The Festival of Sport which ran from 8th August – 12th August 2016 and featured 13 taster sessions put on by local clubs, including Bowls, Table Tennis, Rounders, Archery, Dance and more.
 - The Council ran a "Club Conversations" event which was attended by around 15 local sports clubs. Key discussion points such as applying for external funding and marketing to new members were discussed, with a presentation given by Bagshot Tennis Club to their peers. We recruited 3 new members to Surrey Heath Sports Council from the event.
- The Council promoted the Workplace Wellbeing Charter to businesses across the Borough and achieved the Commitment Award for ourselves and the Surrey Heath NHS Clinical Commissioning Group.



Additional Success Measures

In addition to the various projects outlined in the plan we said we would measure success by these indicators which focus on matters of particular interest to residents.

Place	Target	Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> Percentage of Household Waste sent for Recycling, Reuse and Composting Occupancy of Camberley Town Centre car parks Percentage of food premises achieving 3 stars or above 	63% Q 55% Q 95% Q	61% 55% 97%	62% 57% 97%	62% 60% 96%	62% 59% 96%
Prosperity	Target	Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> Increase in Council Tax Base (No. of Properties) Increase in Business Rates base (No. of Properties) Percentage of minor planning applications determined within 8 weeks (National Target) Percentage of major planning applications determined within 13 weeks (National Target) 	35,787 Q 2,589 Q 65% Q 60% Q	35,851 2,584 68.8% 66.7%	35,906 2,556 55.6% 92.3%	35,978 2,556 57.9% 75.0%	36,051 2,642 75.8% 77.8%
Performance	Target	Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> Time taken to process benefit claims (Days) Percentage of complaints responded to within target Collection rate for Council Tax Per Quarter Collections rate for Business Rates Per Quarter Percentage of payment transactions where the customer has self served Customer satisfaction rating of good/excellent to exceed 90% 	15 Q 90% Q 100% A 100% A 30% Q 90% Q	6 88% 29.6% 29.8% 31% 93%	9 100% 28.2% 27.3% 31% 98%	9 71% 27.7% 25.8% 34% 99%	4 82% 13.9% 15.9% 35% 99%
People	Target	Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> Number of users of the Arena Leisure centre Sports pitch income for the year Number of journeys by community bus in a year Number of Meals at Home served in the year 	500,000 A £110,000 A 24,000 A 28,500 A	180,584 £13,821 5,664 6,448	128,007 £24,341 5,459 7,266	119,556 £41,654 5,783 8,758	125,112 £51,925 5,241 9,361
	(308,591) (£38,162) (11,123) (13,714)		(428,147) (£79,816) (16,906) (22,472)		(553,259) (£131,741) (22,147) (31,833)

Key

A = Annual

Q - Quarterly

Comments and Feedback

We always welcome comments, suggestions and feedback (critical or otherwise) on our plans and the way we write our documents and communicate them.

- You can email our Customer Contact centre at enquiries@surreyheath.gov.uk
- You can drop written comments off at our main office
Surrey Heath House, Knoll Road, Camberley, Surrey GU15 3HD
- You can telephone our Customer Contact Centre on **01276 707100**
- You can speak to your local Councillor who will be able to pass your comments back if you wish. Contact details for your Councillor can be found on our website www.surreyheath.gov.uk
- Stay in touch with us via Twitter and Facebook



@surreyheath



SurreyHeath



Council Finances as at the 31st March 2017**SUMMARY**

To provide the Committee with a high level view as to the Financial Performance for the year 2016/17

PORTFOLIO	Finance – Cllr Richard Brooks	
WARDS AFFECTED	All	

RECOMMENDATION

The Committee is advised to NOTE the report and make comments to the Executive, as appropriate.

1. KEY ISSUES

- 1.1 This report covers the entire financial year to the 31st March 2017. Although a lot of work is still ongoing in respect of the financial statements, as these do not have to be completed until the 30th June 2017, the purpose of this report is to give members a high level view as to the financial performance of services for the year highlighting significant variances against budget. The figures reported in this report only include controllable costs. Costs relating to asset charges and pensions, which will form part of the overall financial outturn, have been excluded.
- 1.2 Overall the Council has had a successful year with controlled spending in many areas and additional income. In addition there are surpluses on Business Rates and Council Tax which will benefit the Council in future years.
- 1.3 The final accounts will be published on the Council's website by the 30th June 2017, then audited and finally submitted to members by the 30th September 2017.

2. RESOURCE IMPLICATIONS**Revenue Budget**

- 2.1 A review of actuals against budget which have generated a variance greater than £20k at the end of the year is shown in the attached Annex A. It can be seen that most areas have come in under budget.

Capital Budget

- 2.2 At the end of the year £122.8m had been spent on capital expenditure of which £121.8 was spent on property acquisition. More detailed information will be included in the Capital Outturn and Carry Forwards Report which is due to come to Executive in July.

Treasury Investments

- 2.3 The Council currently has £10.3m invested in a variety of banks, building societies and funds. On the advice of our treasury advisers the Council's investments were reduced in order to reduce the Council's borrowing exposure. From analysis done by our advisers the Council has managed to achieve a combined 2.56% return for the last quarter which is well above the Local Authority average of 1.14%. At the year end investment income was £478k which is £178k above budget. Going forward interest returns will be significantly lower than budget given the much reduced investment balance however this will be offset in savings in interest paid due to reduced borrowings.
- 2.4 In 2016/17 Surrey Heath sold its remaining Icelandic investments. Overall out of the original £4m borrowed £4.05m has been recovered representing 101% of the principal.

A list of investments held at the 31st March 2017 is shown in Annex B

Borrowing

- 2.5 The Council has borrowed £119m to fund property acquisitions. Based on the advice of our Treasury advisers £17.4m is made up of longer term loans from the Public Works Loans Board with the remainder being shorter term loans from other local authorities.

3. Debtors

Sundry Debts

- 3.1 Sundry debts include all debts except those relating to benefits. At the 31st March 2017 these amounted to £852k compared with £1.149m for the same period last year.

Housing Benefit Debts

- 3.2 These debts arise when an overpayment in housing benefit has been made and thus has to be recovered. At the 31st March 2017 the balance was £653k compared with £649k at the end of the last quarter. During the last 3 months £86k was collected and £90k of new debts were raised. 31 debtors, or around 10% of the total, account for almost half of the debt.

4. OPTIONS

- 4.1 The Committee can note the report and/or make appropriate comments to the Executive.

5. PROPOSALS

- 5.1 It is proposed that the Committee notes the report and makes any appropriate comments to the Executive

6. SUPPORTING INFORMATION

- 6.1 None

7. CORPORATE OBJECTIVES AND KEY PRIORITIES

- 7.1 This item addresses the Council's Objective of delivering services efficiently, effectively and economically.

8. RISK MANAGEMENT

- 8.1 Regular financial monitoring enables risks to be highlighted at an early stage so that mitigating actions can be taken.

BACKGROUND PAPERS	None
AUTHOR/CONTACT DETAILS	Kelvin Menon Executive Head of Finance Kelvin.menon@surreyheath.gov.uk
HEAD OF SERVICE	Kelvin Menon Executive Head of Finance Kelvin.menon@surreyheath.gov.uk

CONSULTATIONS, IMPLICATIONS AND ISSUES ADDRESSED

	Required	Consulted	Date
Resources			
Revenue	✓		
Capital	✓		
Human Resources			
Asset Management			
IT			
Other Issues			
Corporate Objectives & Key Priorities			
Policy Framework			
Legal			
Governance			
Sustainability			
Risk Management			
Equalities Impact Assessment			
Community Safety			
Human Rights			
Consultation			
P R & Marketing			

Review Date:

Version:

Annex A

Summary Information on the Revenue Budget Position at 31st March 2017

Most of the revenue accounts have now been closed so the outturn on an individual service level can now be reviewed. The figures provided to services and reported below exclude pensions (deficit payments and past years) and asset charges as these are not controllable by service managers.

The tables below list significant variances against budget greater than £20k together with an explanation. "+" denotes favourable and "-" denotes adverse. The figures shown include wages costs as these have now all been charged to individual services. Although there are a significant number of underspends some of these will be carried forward in to next year and these will form the basis of a report to Executive in July.

Finance

Function	Variance	Notes
Counter Fraud fund	+£57k	This is the remainder of an anti-fraud grant and will be carried forward
Cost of collection - Ctax	+£26k	Increase in summons income
Housing Benefits	+£245k	Recoveries not budgeted for and lower level of claims

Interest received was £178k more than the budget

Interest paid was about £675k under budget due to the use of short term borrowing on the advice of our treasury advisors. This will be placed in to an interest equalisation reserve until such time as the borrowing is fixed for a longer time period

Transformation

Function	Variance	Notes
Economic Development	+£22k	Grant of £20k not budgeted for – c/f
Revenue Grants	+£37k	Underspend on grants awarded
Community Safety Partnership	+£74k	Underspend on CSP grant expenditure

Corporate

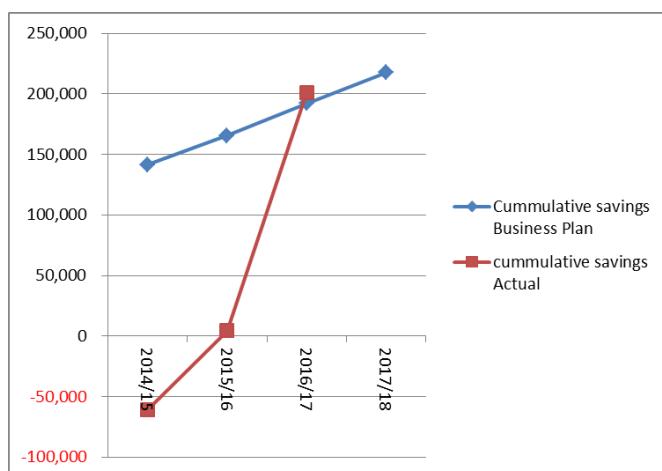
Function	Variance	Notes
Members	+£62k	Saving on wages and recharges
Electoral Registration	+£46k	Wages, additional grant recharges
Public Relations	-£28k	Salaries and recharges

Business

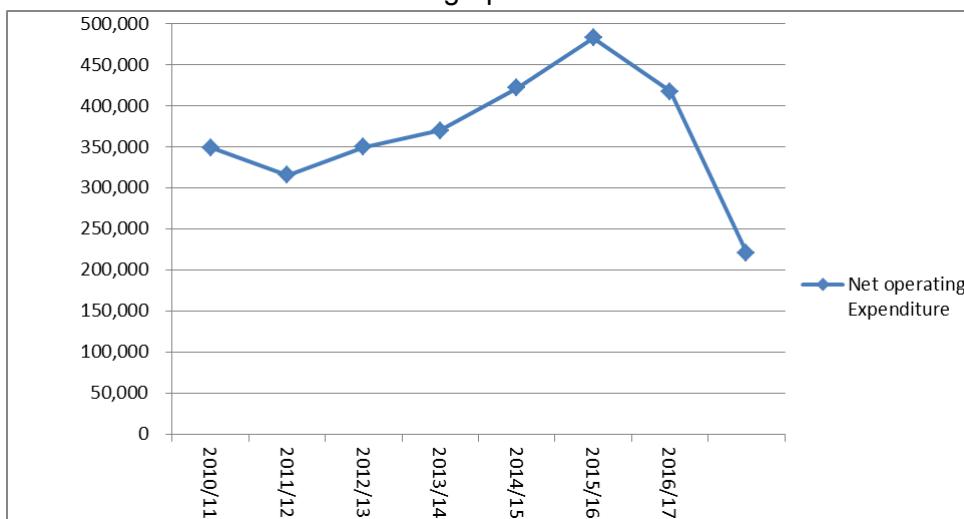
Function	Variance	Notes
Theatre	-£250k	Theatre performance down against budget but in fact actual performance has improved by almost £200k

		compared to actuals last year. See graphs below
Leisure Marketing	+£23k	Reduction in marketing costs
Car Parks	-£102k	Income not reaching budget actual was slightly higher than the previous year
Parks and open spaces	-£21k	Increase in maintenance costs greater than increase in income.
New leisure facility	+£95k	Budget will be carried forward

Despite making a loss against the budget the theatre has exceeded its target of cumulative savings against the base year of 2014/15 as compared with the original business plan as per the graph below:



The theatre has closed the gap by almost £200k in this year alone meaning that the total subsidy excluding support recharges, asset value movements and restructuring costs was £221k as shown in the graph below:



Regulatory

Function	Variance	Notes
Planning Applications	+£62k	Income up on budget and lower salary costs
Development advice	-£25k	Income higher than budget
Planning Appeals	-£48k	Appeals costs up – this figure may rise

		for accrued costs
Surrey Heath Local Plan	+£173k	£90k grant and underspend on consultants to be carried forward
One public estate	+£194k	Grants received which will be carried forward
Homelessness	+£106k	Savings on rent, wages and overheads
Supporting people	+£25k	Savings on recharges

Legal and Property

Function	Variance	Notes
Building control – fee related	+£31k	Increase in income
Corporate Land Management	+£155k	£136k relates to maintenance which will be transferred back to reserves
St Georges Industrial	+£52k	Rent and service charges up
Ashwood House	-£171k	Rent shortfall due to vacant unit
Albany Park	+£321k	Property purchased in year but not budgeted for

Community

Function	Variance	Notes
SCC recycling grant	+£98k	£100k SCC grant to be c/f
Noise pollution	+£47k	Underspend on wages
Recycling and Waste	+£62k	Reduction in contractor costs
Street Cleaning	+£42k	Reduction in contractor costs
Windle Valley	-£25k	Income down and wages up
PPF fund	+£30k	To be transferred back to reserves

Other items

There is the corporate savings target of £197k which needs to be subtracted from any gains as this was budgeted for but unallocated during the year.

The Town Centre investments will make a contribution to the bottom line as they were purchased in year but not budgeted for.

The Collection fund for Business rates has a surplus of £3.5m and Council Tax £2.3m of which a proportion will come back to the Council in future years to contribute to the budget.

Annex B**Investments as at 31st March 2017**

	£	£
<u>Fixed Short Term Investments</u>		
Coventry Building Society	2,000,000	
Glasgow City Council	2,000,000	
Lancashire County Council	<u>2,000,000</u>	
Total Fixed Short Term		6,000,000
 <u>Banks</u>		
Natwest Bank Business Reserve (SIBA)	<u>2,295,134</u>	
Total Banks		2,295,134
 <u>Longer Term Investments</u>		
CCLA Property Fund	2,053,609	
Total Longer term investments		2,053,609
 Total Investments		<u>10,348,743</u>

Annex C

CAPITAL MONITORING 2016/17 QUARTER 4

	B/Fwd From 2015/16	General Fund Adjustments	Approved Bids 2016/17	Total 2016/17 Programme	Current Spend & Commitments	Variance and carry forwards
	£'000	£'000	£'000	£'000	£'000	£'000
Legal						
Property Acquisition Strategy	1,035	-	-	1,035	427	609
Ashwood House	47	-	375	422	407	15
C & R Camberley TC	-	-	86,216	86,216	86,216	0
House of Fraser	-	-	18,754	18,754	18,754	0
Albany Road	-	-	16,075	16,075	16,075	0
Sub Total	1,082	-	121,420	122,502	121,878	624
Transformation						
Civica Financial System	30	-	-	30	2	28
Wifi Surrey Heath House	-	-	35	35	-	35
Cloud	-	37	75	112	34	78
Sub Total	30	37	110	177	36	141
Business						
Main Square Refurbishments	-	-	165	165	106	59
PIC Monies	127	-	-	127	30	97
Camberley Park & Obelisk	42	-	-	42	-	42
Wellington Park	20	-	-	20	-	20
Deanside Diamond Ridge Woods Picnic Area	35	-	-	35	-	35
Lightwater CP Visitor Centre	29	-	-	29	22	7
Theatre Seating	-	-	90	90	92	-2
Deepcut Community Centre	-	-	-	-	40	-40
Sub Total	253	-	255	508	290	218
Community						
Disabled Grants	-	-	600	600	509	91
Maintenance	-	-	20	20	23	-3
Adaptions	-	-	5	5	3	2
Sub Total	-	-	625	625	535	90
Corporate						
Public Web Portal	12	-	-	12	5	7
Telephone System	25	-	-	25	-	25
Sub Total	37	-	-	37	5	32
Regulatory						
Openspace works	259	-	-	259	105	154
Sub Total	259	-	-	259	105	154
GRAND TOTAL OF ALL SCHEMES	1,661	37	122,410	124,108	122,850	1,258

Title: Update on Emergency Planning and Business Continuity

Portfolio	Community
Ward(s)	n/a
Affected:	

Purpose

To receive a report on the Council's preparedness and resilience to respond to emergencies and fulfil its responsibilities under the Civil Contingencies Act 2004.

Background

1. The Civil Contingencies Act 2004 places a duty on the Council to ensure critical services are resilient in order to respond to disruptive events. This involves ensuring both Emergency and Business Continuity Plans are in place.
2. In order to ensure compliance with the Civil Contingencies Act 2004, the Council employs the services of Applied Resilience Limited, to ensure that the following objectives are met:
 - a. A planning process is in place that encompasses anticipation, assessment, prevention and preparation, so that we are ready to deal with rapid increased demands for services caused by emergencies.
 - b. Surrey Heath Borough Council responds to these increased demands for service efficiently and effectively,
 - c. Surrey Heath Borough Council will have a business continuity process in place to enable critical services to be maintained in the face of a serious and/or widespread disruptive incident, including disruption to services during an emergency,
 - d. Surrey Heath Borough Council will have in place business continuity plans to ensure that critical service provision can be maintained to a pre-determined level during an incident or disruption,
 - e. Surrey Heath Borough Council maintains training and exercising programme for staff to ensure effective implementation of procedures.
3. In Surrey, a planning, training and response framework exists under which, the emergency services, county council, local authorities,

government agencies, health services and other statutory, commercial and voluntary organisations work together, to deliver good practice when responding to emergencies. The Surrey Local Resilience Forum (SLRF) was formed to co-ordinate the response of Surrey's emergency services, local authorities and other Category 1 Responders (as defined by the Civil Contingencies Act (2004) to major incidents.

Current Position

4. The main focus of work for the past 6-months at Surrey Heath Borough Council has been on:
 - a. The Borough Emergency Centre
 - b. Business Continuity
 - c. Incident Liaison Officer Recruitment

Borough Emergency Centre

5. Although Surrey Heath Borough Council had existing arrangements for the 'Control Centre', Applied Resilience had concerns that these arrangements could not be scaled to appropriately respond to all levels of incident, up to and including a Major Incident.
6. New arrangements have been devised utilising best practice and knowledge from Applied Resilience, which have been captured in a new Borough Emergency Centre Plan. Key components of this plan include a 'cell structure', whereby dedicated staffing will be available to respond to specific aspects of an emergency using suitably skilled staff.
7. Training will be made available to all staff, and delivered throughout the summer and autumn of 2017 to develop widespread awareness of and preparedness for working in the Borough Emergency Centre.
8. To fill a vital role in the newly developed arrangements, a number of Borough Emergency Centre Coordinators are being recruited by training existing suitable members of staff. A specific job description and person specification has been used as part of a recruitment process whereby the most suitably skilled staff have been identified, with a view to training these individuals in tandem with the all staff Borough Emergency Centre training.

Business Continuity

9. With existing service level business continuity plans in place, Applied Resilience are working with the Business Continuity Champions group to make these plans operationally capable of functioning during a business continuity event. This work is ongoing, and includes the streamlining of

the service level plans, as well as greater integration of these plans with the planning assumptions obtained from Surrey Heath's IT department.

10. As part of the development of a Corporate Business Continuity plan, a Business Continuity exercise will be held to test the existing procedures, and thereby inform the planning process for improved arrangements.

Incident Liaison Officer Recruitment

11. To ensure effective communication between Surrey Heath Borough Council and other responding agencies and emergency services during an incident, the Council maintains a list of Incident Liaison Officers. Applied Resilience felt that greater organisational resilience could be achieved through having more Incident Liaison Officers available.
12. As an out of hours role, a new approach for remuneration of Incident Liaison Officers has been agreed by CMT based on best practice and advice provided by Applied Resilience.
13. With these new arrangements, the role of Incident Liaison Officer has been advertised to staff by Human Resources, and a number of applications have been received.
14. Upon closure of the application window in July, applicants will receive in-house training delivered by Applied Resilience in autumn, and will also attend multi-agency training and exercises.

Resource Implications

15. The council directly employs the services of Applied Resilience Limited to deliver emergency and business continuity planning, including supporting the role of Tactical Lead during an emergency incident in Surrey Heath.
16. The Council also employs an Environmental Health administrator to assist with the maintenance of the Council's emergency plans and policies, including the Council's Emergency Contacts Directory, which is vital in sustaining internal communications and those of the Council with other Category 1 responders.

Recommendation

17. It is recommended that the Performance and Finance Scrutiny Committee note that:
 - a. The Borough Emergency Centre Plan has been developed and approved by CMT.

- b. Service level Business Continuity arrangements have been reviewed, with Corporate Level arrangements to be exercised and then updated based on the discovered outcomes.
- c. The Council's resilience and capacity to respond to incidents in Surrey Heath is being developed through the recruitment and training of Incident Liaison Officers from internal staff.

Annexes: Nil

Background Papers: Nil

Report Author and Service Head Tim Pashen – Executive Head – Community
tim.pashen@surreyheath.gov.uk
Tel: 01276 707351

Title Surrey Heath Waste Action Plan 2015 - 2020	Portfolio:	Community
	Ward(s) Affected:	All

Purpose

To provide a report on the Surrey Heath Waste Action Plan 2015-2020.

Background or Current Position

- 1.1 At the meeting of the Executive on 10th November 2015, Members resolved to approve the Surrey Heath Waste action plan for 2015 to 2020. This detailed how the Council would contribute to the delivery of the Joint Municipal Waste Management Strategy Revision 2 (2015) produced by the Surrey Waste Partnership. The strategy which was adopted by the Council on 7th April 2015 has an ambitious aim "To be the leading county area in England for waste management".
- 1.2 A copy of the action plan is attached at Annex A and shows the progress which has been made so far in meeting the targets set out in the plan.

Performance

- 2.1 The total household waste generated per person in Surrey Heath has reduced from 337 kg/person in 2014/2015 to 336 kg/person in 2015/2016. We will continue to work with residents to reduce the amount of waste produced.
- 2.2 Surrey Heath continues to be the best performing authority in Surrey and the 4th highest performing authority in the country for recycling and composting with a combined rate of 62.4%. There was a reduction of 1.3% compared to 2014/2015. This is why it is marked as red on the action sheet but it is still a very high rate compared to other authorities in the country. The fall in performance is largely due to contamination and an increase in the number of flatted properties in the Borough.
- 2.3 Officers and waste crews are working with residents to reduce contamination. There probably has always been a certain amount of contamination in the bins but due to the fall in prices of materials re processors are expecting a higher quality of material going through their plants and are rejecting loads which do not meet their higher standards.
- 2.4 Flat dwellers generally present less recycling than house dwellers. This is due to the physical difficulty in getting the full range of collection schemes in blocks of flats. A team of officers from the Surrey Waste Partnership is working hard with our officers to improve schemes in blocks of flats.
- 2.5 The Council received a Performance Incentive Award of £65,000 from the Surrey Waste Partnership (SWP) for exceeding the target rate of 52%. This is being re-invested back into recycling initiatives.

Communications

- 3.1 The Council participated in local and county wide communication initiatives. This included working with the revenue team to ensure relevant information on waste and recycling was sent with council tax bills; participating in a county wide textile collection campaign; participating in a county wide waste food campaign; and

placing bin hangers on bins in poor participation areas reminding residents of the scheme.

- 3.2 The textile campaign was very successful and resulted in the SWP receiving a national award as well as increasing the amount of textiles collected.
- 3.3 The food waste campaign, which included putting stickers on wheelie bins telling residents to place food waste in their food waste caddy, resulted in a 9% increase in the amount of food waste collected.

Policy

- 4.1 In order to increase the amount of garden waste collected we have frozen for another year the cost of an annual subscription for the garden waste club. To do this we had to make a subsidy of £23,000 towards the cost of the service. This was paid for from the recycling incentive award. We have met our target of increasing the number of garden waste subscribers by 1000. At the end of 2016/2017 we failed to increase the amount of garden waste collected by 400 tonnes but since then garden waste tonnages have increased significantly and we are confident in achieving this target by the end of 2017/2018.
- 4.2 We are disappointed that our current contractor Biffa has decided to operate a garden waste collection service in competition to the Council when the contract expires on 4th February 2018. We are reviewing the legalities of this. The move has caused considerable confusion. We are reassuring residents that we will continue to operate a garden waste service when the current contract expires which will be competitively priced.
- 4.3 We are participating in the SWP joint selling of garden waste initiative. This is expected to achieve savings across the partnership of £100,000.

Joint Waste

- 5.1. The joint waste work has marked some very important milestones. After a 3 year procurement period and many long meetings the contract with our new supplier Amey was signed on 25 May 2017. At the same time an Inter-Authority Agreement was signed between Surrey Heath BC; Elmbridge BC; Mole Valley DC; Woking BC; and Surrey County Council.
- 5.2 Surrey Heath is the administering authority for the contract and we have formed a centralised team to manage the contract across the four authorities. After considerable debate we have selected a logo and name for the entity which is Joint Waste Solutions
- 5.3 Matt Smyth has been seconded from Surrey County Council to become the first Director of Joint Waste Solutions and is supported by Ismina Harvey who has been appointed as Contract Mobilisation Manager. The client teams for waste and street cleansing across the partnership were transferred to Surrey Heath on 2 May 2017. This involved a considerable amount of work for our HR Team and we are very appreciative of their efforts which resulted in a smooth transfer.
- 5.4 The service went live in Elmbridge BC on 5 June 2017. There were some teething problems which are only to be expected with a new contractor brought in to collect waste from 55,000 households. Everyone has worked incredibly hard and we are confident that the contract will be running smoothly with near 100% successful

collections by the end of week three. The service goes live in Surrey Heath on 4 February 2018.

- 5.5 The joint waste contract has delivered savings in excess of £2 Million across the partnership. Surrey Heath's share of the savings is £331,000 per year with an additional £110,000 income per year by allocating parts of the Doman Road Depot for use by the partnership.

Recommendation

- 6.1 It is recommended that the Performance Scrutiny and Finance scrutiny committee notes the performance achieved in meeting the targets and milestones set out in the Surrey Heath Waste Action plan 2016 – 2020.

Background Papers: Joint Municipal Waste Management Strategy Revision 2 (2015)

Author: Tim Pashen Tel: 01276 707351
e-mail: tim.pashen@surreyheath.gov.uk

Head of Service: Tim Pashen, Executive Head - community

This page is intentionally left blank



SWP Action Plan

Authority name: Surrey Heath Borough Council

Date of completion: 11-Nov-16

Completed by: Verity Parker

Performance against SWP targets (to be updated by SWP Manager)

#	Indicator	2019/20 TARGET	2014/15 PERFORMANCE	2015/16 PERFORMANCE	RAG	Comments
		SWP	Surrey Heath Borough Council			
1	Total household waste and recycling per person	Quartile 1	337 kg/person	336 kg/person	Yellow	Slight decrease in household waste per person.
2	Recycling and recovery rate	70%	63.7%	62.4%	Red	Recycling and recovery rate has decreased.
3	Percentage of municipal waste sent to landfill	0%	N/A	N/A		
4	Cost of waste management per household	No increase from 2013/14 (£158)	£70.83	£70.37	Yellow	Slight decrease in cost of waste per household

Action Plan

Communications (to be completed by Surrey Heath Borough Council)

Ref #	Action title	Action description	Reference to Joint Strategy Workstream no : Action no	Delivery status	Delivery			Outcome		
					Completion date	RAG	Comments	Outcome description (must be SMART)	Realisation date	RAG
C6	Improve quality of extra recycling presented	Excess recycling bin hanger to improve recycling quality & remind residents about additional recycling bin application	2:3, 7:7	in progress	ongoing	Green	bin hanger produced to highlight clean, dry loose message and make residents aware they can apply for additional recycling bin	By 31st March 2017 to have increased the recycling rate by 0.5%.	31/03/2017	Yellow
C7	reissue welcome pack	Reissue Recycle Right guide in April 2017.	2:2	in progress	01/04/2017	Green	Update information regarding plastic liners for food waste and CRC changes	By 31st October 2017, to see reduction in contamination (number of rejected loads) compared to previous year.	31/10/2017	Green

C1	Welcome pack	Work with revenues team to ensure relevant information on waste services is sent out with Council Tax bills for all residents at the end of the financial year and to send to all new Council tax payers moving into the Borough.	2:2	Completed	01/04/2015		this method of distributing information has been quite efficient.	By 31st March 2016, to see a rise in the recycling rate as compared to the 2014/2015 rate.	31/03/2016	
C5	To increase participation in the kerbside recycling service	To target areas where participation is low with a range of promotional activities including bin hangars	2:3, 7:7	Completed	31/03/2016		Additional resource is focussing on the project. Surrey Waste Partnership doorstepping campaign in progress.	By 31st March 2016 to have increased the recycling rate by 0.5%.	31/03/2016	
C4	Garden Waste	To increase membership of the garden waste club by 1,000 through a range of promotional activities.	2:2, 7:1	Completed	31/03/2016		8629 members (end march 2016) so additional membership achieved	By 31st March 2016 to have increased the amount of garden waste composted by 400 tonnes as compared to the amount collected in 2014/2015 and to increase the recycling rate by 1%.	31/03/2016	
C4a	GWC membership increase	Increase GWC membership	2:2, 7:1	Completed	31/03/2017		9728 members (21 October 2016)	By 31st March 2017 to have increased the GWC	31/10/2016	
C2	Textiles	To participate in the SWP textiles campaign by posting information on the Council's website and in the Council's magazine "Heathscene"	7:7, 7:9	Completed	01/06/2015		target achived	By 31st March 2016 to have increased the amount of textiles and WEEE collected from the kerbside and our bring sites (LMB Containers) by 10% (5 tonnes).	31/03/2016	
C3	Food Waste	Deliver a communications campaign to remind residents that food waste cannot be put in the residual bin	7:7, 7:9	Completed	31/12/2015		target achived	By 31st March 2016 to have maintained or increased the amount of food waste composted compared to the 2014/2015 rate.	31/03/2016	
C3a	Food Waste	(modified) "no food waste" sticker put on the RECYCLING bin (in addition to above)		Completed	01/09/2016		this was carried out due to noticeable increase in food in DMR after "no food sticker" put on refuse bin	completed summer 2016	01/07/2016	

Page 52

Service and operations (to be completed by Surrey Heath Borough Council)

Ref #	Action title	Action description	Reference to Joint Strategy Workstream no : Action no	Delivery status	Delivery			Outcome		
					Completion date	RAG	Comments	Outcome description (must be SMART)	Realisation date	RAG
S9	NEW action - resident engagement	Participate in SWP flats door stepping project		In Progress	End Sepember 2017		using the SWP team to distribute reusable bag.			
S3	Reduce Contamination	To work with residents and contractor crews to reduce the MRF input contamination rates.	8:1	ongoing	31/03/2016		Additional resource is focussing on the project. Analysis and planning are in progress.	By 31st March 2016 to reduce the MRF input contamination rates to no greater than 10%.	31/03/2016	

S1a	Bring Sites	To carry out a review of the recycling bring sites in the Borough and to change bins where possible to increase capacity for the collection of textiles and WEEE.	7:1, 7:7	partially completed	31/03/2016		1100s for DMR removed due to continued contamination & Palm paper & card banks due to significant increase in cost.	By 31st March 2016 to have increased the amount of textiles and WEEE collected from the kerbside and our bring sites (LMB Containers) by 10% (5 tonnes).	31/03/2016	Yellow
S9	UPDATED Action - reusable bag for flats	design recycling bag in partnership with WBC using shared design that reflects JWC	8:1	completed	mid december 2016		using WRAP icons & SWP website link	By 31st March 2017 to has distributed at least 500 reusable bags to residents	31/12/2016	Green
S4	UPDATED Action - Reduce Contamination	Shared WEEE collection points (flats bin stores)	8:1	completed	31/10/2016		installation arranged in conjunction with Managing Agent	By 31st October to have introduced minimum of 10 shared WEEE collection points to bin areas and work with SWP to trial free-standing units	31/10/2016	Green
S5	UPDATED Action - Bulky Textile collections from bin stores (flats)	Shared textile collection points (flats bin stores)	7:1, 7:7	completed	31/10/2016		using wall-mounted sack holder.	By 31st October to have introduced minimum of 10 shared textile collection points to bin areas and work with SWP to trial free-standing units	31/10/2016	Green
S6	UPDATED Action - Reduce Contamination	Bin stickers for contamination reduction (shared recycling bins)	8:1	completed	31/10/2016		20% achieved	By 31st October to have labelled bins 20% of bins in shared areas with 'clean', 'dry 'loose' stickers	31/10/2016	Green
S7	Updated Action - Reduce Contamination	Recycling information for the purpose of contamination reduction (shared recycling bins)	8:1	completed	31/10/2016		over 400 guides distributed	By 31st October to have distributed minimum 400 Recycle Right guide for flats	31/10/2016	Green
S8	UPDATED Action - Reduce Contamination	Recycling signage for bin store areas & bin labelling	8:1	completed	31/10/2016		20% achieved	By 31st October to have added recycling signage to 20% of bin areas & checked bins labelled correctly	31/10/2016	Green
S3	UPDTAED Action - Managing Agent Data	collect at least 60% of manging agent data to enable communication with residents	8:1	completed	31/10/2016		recorded on GIS	over 60% of managing agent data collected	31/10/2016	Green
S1	Bring Sites	Improve quality of recycling collected at Bring Sites	8:1	completed	01/09/2016		1100s removed due to continual contamination. Sites now just for glass and 'other recyclables'.	By 1st September to have improved the quality of recycling collected.	01/09/2016	Green
S2	Bulky Textile collections	To introduce a bulky textile collection scheme to supplement the current kerbside textile scheme, in conjunction with 3rd party provider	7:1, 7:7	alternative found	31/03/2016		Free collection service for large quantity textile collections is being offered via internet. This will be advertised more widely to raise awareness.	By 31st March 2016 to have increased the amount of textiles and WEEE collected from the kerbside and our bring sites (LNB Containers) by 10% (5 tonnes).	31/03/2016	Green

Policy (to be completed by Surrey Heath Borough Council)

Ref #	Action title	Action description	Reference to Joint Strategy Workstream no : Action no	Delivery status	Delivery			Outcome		
					Completion date	RAG	Comments	Outcome description (must be SMART)	Realisation date	RAG
P6	Green Waste	To participate in the SWP joint selling of garden waste	9:2	In Progress	06/09/2016	Green	new arrangement for SHBC commences Sept 2016	By September 2016 to have achieved a saving across the SWP of £100,000.	06/09/2016	Green
P2	Highway Leaves	Through the SWP to lobby the Environment Agency to lift the ban on the composting of Highway leaves and street arisings.	6:2	In Progress	31/03/2016	Yellow	SCC are taking the lead on this	By 31st March 2016 to have increased the combined reuse, recycling and composting rate by 5%.	31/03/2016	Yellow
P3	Bulky Waste Collections	To transfer bulky waste collections to the Surrey Reuse Network	7:3	In Progress	31/03/2018	Green	residents already diverted to RN by CC & website prior to booking bulky collection.	By 31st March 2018 to have transferred bulky waste collections to the SRN	31/03/2018	Green
P4	Healthcare waste	Support the project for the joint collection of healthcare waste	9:2	In Progress	31/03/2018	Green	have worked to significantly reduce number of clinical customers (regular sack collections now about 27 collections/week)	gain more efficient use of Biffa resources	31/03/2018	Green
P5	Joint Waste Procurement	To participate in the joint waste collection contract procurement project	4:2	In Progress	03/09/2016	Green	collating and hosting street cleansing & waste collection data for all partners	By February 2018 to achieve a contract saving of £371,000 per annum.	31/03/2018	Green
P1	Garden Waste	To freeze the subscription of the garden waste club membership to 2014/2015 fees.	7:1	Completed	01/05/2015	Green	Freeze in 2015/2016 - prices agreed. A subsidy of £23,500 will be paid to the contractor to achieve this.	By 31st March 2016 to have increased the amount of garden waste composted by 400 tonnes as compared to the amount collected in 2014/2015 and to increase the recycling rate by 1%.	31/03/2016	Red
P6	appoint contractor for JWC	Approve Project Team recommendation for JWC contractor	4:2	Completed	09/11/2016	Green	Council Meeting November 9th 2016	By 9th November to have approved recommendation	09/11/2016	Green
P7	provide data to select preferred bidder for JWC	waste collection and street cleansing datasets and BoQ generated for all 4 joining authorities	4:2	Completed	01/07/2016	Green	queries run against datasets to generate bill item quantities	By 1st July to have generated quantities (from dataset) for all partners for all Bill Items	01/07/2016	Green

Comments
requires ongoing educational program
issued to all residents & ongoing to new residents

actual recycling rate achieved 62.4% due to increased contamination controls at MRF
slight shift in focus to recycling quality - red & yellow bin hangers & recycle right guide issued.
membership target achieved but target tonnage was not achieved
membership target achieved
see S1a - for possible further improvement.
we have seen a 9% increase (2015/16) as a result.
NB change in wording to "food <u>waste</u> caddy"

Page 56

Comments
multiple rejected loads between November & December. Significant reduction in January & February - no rejected loads in March

do not currently have DHL WEEE banks. May have opportunity to increase Book & Music (BHF)
very useful exercise. Has potential to be transferable across all D&B
electrical items common contaminant in bulk bins
is working well for warden assisted blocks of flats
labels are clear and format works for 240, 360, 660 & 1100L bins
via Directors & managing agents
signage & stickers using WRAP icons
self managing blocks also identified
reduction in flytipping also observed at some sites
3rd party provider does not appear to be feasible at this point

Comments
Being actioned in conjunction with Joint Waste Procurement project, commencing February 2018.
There is a big risk that the Environment Agency will not lift the ban on composting highway leaves.
Being actioned in conjunction with Joint Waste Procurement project, commencing February 2018.
Being actioned in conjunction with Joint Waste Procurement project, commencing February 2018.
Contract and IAA signed 25 May 2017. SHBC Administering Authority for joint contract. Elmbridge BC mobilised new contract on 5th June 2017. The contract to be mobilised in Surrey Heath on 5th February 2018.
GW composted at end 2015 3210 tonnes. GW composted at end 2016 3379 tonnes.
decision made
data 'refresh' now in progress

Reference from Performance and Finance Scrutiny Committee - Council's Planning Enforcement Function

Summary

The Executive, at its meeting on 20 June, considered a reference from the Performance and Finance Scrutiny Committee on the performance of the Council's Planning Enforcement Function.

Chairman, Performance and Finance Scrutiny Committee

Wards Affected	All
-----------------------	-----

Recommendation

The Committee is asked to note the decision of the Executive and to consider the programming of a review of the service in June/July 2018.

1. Background

- 1.1 In consideration of the functions underpinning the Regulatory Portfolio, Members of the Performance and Finance Scrutiny Committee raised concerns in relation to the Planning Enforcement function, in particular that it was viewed as being less than satisfactory and that this arose from the following:
 - (i) The workload/extensive number of enforcements covered by one Enforcement Officer; including the number/extent of outstanding enforcement issues;
 - (ii) The workload of the Council's Arboricultural Officer;
 - (iii) The way in which enforcement is prioritised for different types of enforcement;
- 1.2 A report was submitted to the Executive on 20 June 2017 and addressed at that meeting, on the Committee's behalf, by the Chairman.
- 1.3 The Regulatory Portfolio Holder acknowledged the concerns, highlighting enforcement after instruction. He noted that he was already working with officers to achieve improvements and recognised that whilst increasing resources will not always improve perception, the recent steps to involve both the Corporate Fraud Team and the Contact Centre would need time to bed in. The key was to find more effective measures and use of powers.

2. Executive Decision

- 2.1 The Executive resolved (Minute 5/E refers) that:
 - (i) The reference from the Performance and Finance Scrutiny Committee on the previous performance of the Planning Enforcement function and its contribution going forward, be noted;
 - (ii) Measures to improve the service, going forward and in particular the new involvement of the Corporate Enforcement Team and Contact Centre be noted; and

- (iii) A further review of the performance of the service be scheduled after 12 months operation with the new measures in place.

3. Proposal

- 3.1 The Committee is asked to note the outcome of the Executive's resolution on the Committee's reference and to consider programming a review of Planning Performance function in June/July 2018.

Annexes	None
Background Papers	Executive Report and Minute – Meeting held on 20 June 2017
Author/contact details	Andrew Crawford – Democratic and Electoral Services Officer 01276 707139 andrew.crawford@surreyheath.gov.uk
Head of Service	Richard Payne – Executive Head of Corporate

Title: Information Items

Portfolio	All
Ward(s) Affected:	n/a

Purpose

To receive an 'exception' report on areas within the Committee's remit where fluctuations are limited.

Background

1. At the end of the previous municipal year and recognising that a number of statutory and other reports to the Committee reflected little change year-on-year, Members agreed to have an annual report, covering a number of areas which met this criterion, reporting on exceptions or any significant areas of change only.
2. In order to ensure that the Committee is aware of change in key areas, the following summary reports have been submitted:
 - 2.1 Regulation of Investigatory Powers Act 2000 (RIPA) - During the municipal year 2016/2017 there were no authorisations, reviews or renewals under RIPA for the carrying out of direct surveillance;

2.2 Equalities**(i) Internal Equalities and Diversity****Disability**

Since January 2015, Surrey Heath Borough Council has been awarded the 'Two Ticks - Positive About Disability' scheme accreditation by Jobcentre Plus. This scheme has since changed and after a migration process the Council is now on Level 2 – as a Disability Confident Employer.

As an accredited organisation, the Council is required to implement and annually review practices that meet the scheme's 5 commitments in relation to recruitment, employment, retention and career development of people with a disability. The accreditation has been a key achievement that demonstrates, both internally and externally, the Council's commitment to driving a positive culture shift among our staff and the local community that we support.

(ii) External**The Surrey Heath Faith Forum – Update June 2017**

The Faith Forum is a local group initiated by the Council that consists of (up to 30) members from the diverse range of faith groups that operate and are based within Surrey Heath. It meets quarterly and in February it agreed that for 2017 an action plan would focus upon three main events these being:

a) Surrey Heath Museum Exhibition - Take 10

20th May – 2nd September 2017

Gillian Barnes-Riding invited members to participate within this museum display which features the narrative and includes the faith, language, heritage, culture and diversity available now to see.

b) Faith Safari Supper

The Faith Forum has joined together for the past 3 years to host an Inter Faith Lunch, this year members expressed a wish to hosting something different with the aim to galvanise support from a wider number of the faith groups that practise locally. The idea of a faith safari supper was suggested by Rev. Bruce Nicole and agreed by all.

A provisional date of Thursday 28th September at 7pm has been set and this will be linked to the International Peace Day on the 21st September.

c) School Project

Revd Susan Bolan is leading this project based upon offering a service to local schools whereby a discussion/presentation is made available focussing upon our British Values which are: democracy; individual liberty; the rule of law; mutual respect; tolerance of those with different faiths and belief, with each being defined and placed in a school context through the use of examples.

Susan discussed and started to deliver at Lakeside schools with other group members from May 2017.

The collective group are also very keen to offer a home to a Syrian Refugee Family and an information event is being hosted at The Camberley Mosque on Saturday 8th July to promote how the community can assist to enable this to happen.

From the recent number terrorist attacks this has galvanised the group to find a collective voice and host a number of Peace Vigils and issue their statement of peace. Please see photo and statement from the last vigil which took place on Saturday 10th June.

2.3 Complaints

In 2016/17, 37 formal complaints were received by the Council as either Stage 2 or Stage 3 complaints made in accordance with the Council's Complaints Policy.

The table below details the complaints received each quarter, with the numbers for the previous year included as a comparison:

	2015/16	2016/17
Total for Quarter 1 (April – June)	7	8
Total for Quarter 2 (July – September)	8	6
Total for Quarter 3 (October to December)	5	17
Total for Quarter 4 (January – March)	12	6
Total for year	32	37

The complaints were recorded against the following Council service areas.

Number of complaints received	2015/16	2016/17
Business	1	4
Community	5	7
Finance	8	10
Regulatory	17	16
Corporate	1	0

Of the 37 complaints received in 2016/17, 9 were dealt with by the Chief Executive at Stage 3.

For comparison, the table below details the Stage 3 complaints received in 2015/16 and 2016/17.

Service	2015/16	2016/17
Regulatory	4	3
Finance	2	4
Community	1	2

Of the 37 complaints received:

- All were acknowledged within 2 days.
- 24 were resolved within 10 days.
- 6 complaints took longer than 10 days to investigate, however the customers were made aware of the reason for delay.
- 7 complaints exceeded the 10 day target. Of these, 5 were in the third quarter when a higher number of total complaints were received. Although by their nature complaints can be complicated, with significant work undertaken to resolve them, customers should be kept informed if the complaint will take longer than 10 days. This is now being addressed.

Local Government Ombudsman (LGO) complaints

The Council is currently awaiting the 2016/17 Annual Review letter from the LGO which details the number of complaints and enquiries received and the decisions made about the Council by the LGO. This may be available to table at the meeting or will be reported to the next meeting of the Committee in September.

3. The Committee is asked to note this report and the specific areas addressed therein.

Annexes: Nil

Background Papers: Nil

Report Author/Compiler Andrew Crawford – Democratic and Electoral Services Officer
andrew.crawford@surreyheath.gov.uk
Tel: 01276 707139

Service Head Richard Payne – Executive Head - Corporate

This page is intentionally left blank



This page is intentionally left blank

Committee Work Programme 2017/18

Portfolio	Corporate
Ward(s) Affected:	n/a

Purpose

To consider the Committee work programme for the remainder of the municipal year 2017/18.

Background

1. The Performance and Finance Scrutiny Committee was appointed by the Council at its Annual Meeting on 17 May 2017 and it is anticipated that it will be re-appointed for 2018/19.
2. The Constitution, at Part 4, Section C paragraph 6 requires the Committee to develop a work programme. This will normally be set at the last meeting of a municipal year, for the subsequent municipal year.
3. Members are asked to consider a work programme for the following meetings in 2017/18:
 - 13 September 2017
 - 6 December 2017
 - 21 March 2018
4. The work programme is developed through the year, to meet new demands and changing circumstances and the Committee will be expected to review its work programme from time to time and make minor amendments as required.
5. One of the tasks given to the Committee is to carry out pieces of work requested by the Council and/or the Executive.
6. The Committee agreed on 6 July 2016 (minute 9/PF refers) that reports at each meeting would, where possible, be themed to the areas covered by the Portfolio Holder attending that meeting.

Proposal

7. It is proposed that Members consider a work programme for the remainder of the municipal year 2017/18.

Resource Implications

8. Subject to any decisions relating the work programme, there are no resource implications which have not already been factored in, with those mainly involving officer time.

Recommendation

9. The Scrutiny Committee is advised to consider a work programme for the remainder of the municipal year 2017/18.

Background Papers: None

Report Author Andrew Crawford 01276 707139
e-mail: andrew.crawford@surreyheath.gov.uk

Service Head: Richard Payne 01276 707150
e-mail: richard.payne@surreyheath.gov.uk

PERFORMANCE AND FINANCE SCRUTINY COMMITTEE –
DRAFT WORK PROGRAMME – 2017/18

DATE	TOPIC	OFFICER
13 September 2017		
1	Scrutiny of Portfolio Holders – Business/Corporate	Daniel Harrison/ Richard Payne
2	Review of Reserves and Provisions	Kelvin Menon
3	Annual Report on Treasury Management	Kelvin Menon
4	Green Space Update	Daniel Harrison
5	Task and Finish Groups	Rachel Whillis
6	Committee Work Programme	Rachel Whillis
DATE	TOPIC	OFFICER
6 December 2017		
1	Scrutiny of Portfolio Holders – Finance/ Transformation	Kelvin Menon/ Louise Livingston/ Karen Limmer
2	½ Year Treasury Management Report	Kelvin Menon
3	½ Year Finance Report	Kelvin Menon
4	Finance linked Reports	Kelvin Menon
5	Transformation linked Reports	Louise Livingston
6	Update on Investment Properties	Karen Limmer
7	Task and Finish Groups	Rachel Whillis

8 Committee Work Programme Rachel Whillis

21 March 2018

1	Scrutiny of Portfolio Holders – Regulatory/Community	Jenny Rickard/ Tim Pashen
4	Corporate Risk	Kelvin Menon
5	Corporate linked reports	Richard Payne
6	Regulatory linked reports	Jenny Rickard
7	Task and Finish Groups	Rachel Whillis
8	Committee Work Programme	Rachel Whillis